

BUSINESS UTAH 2006

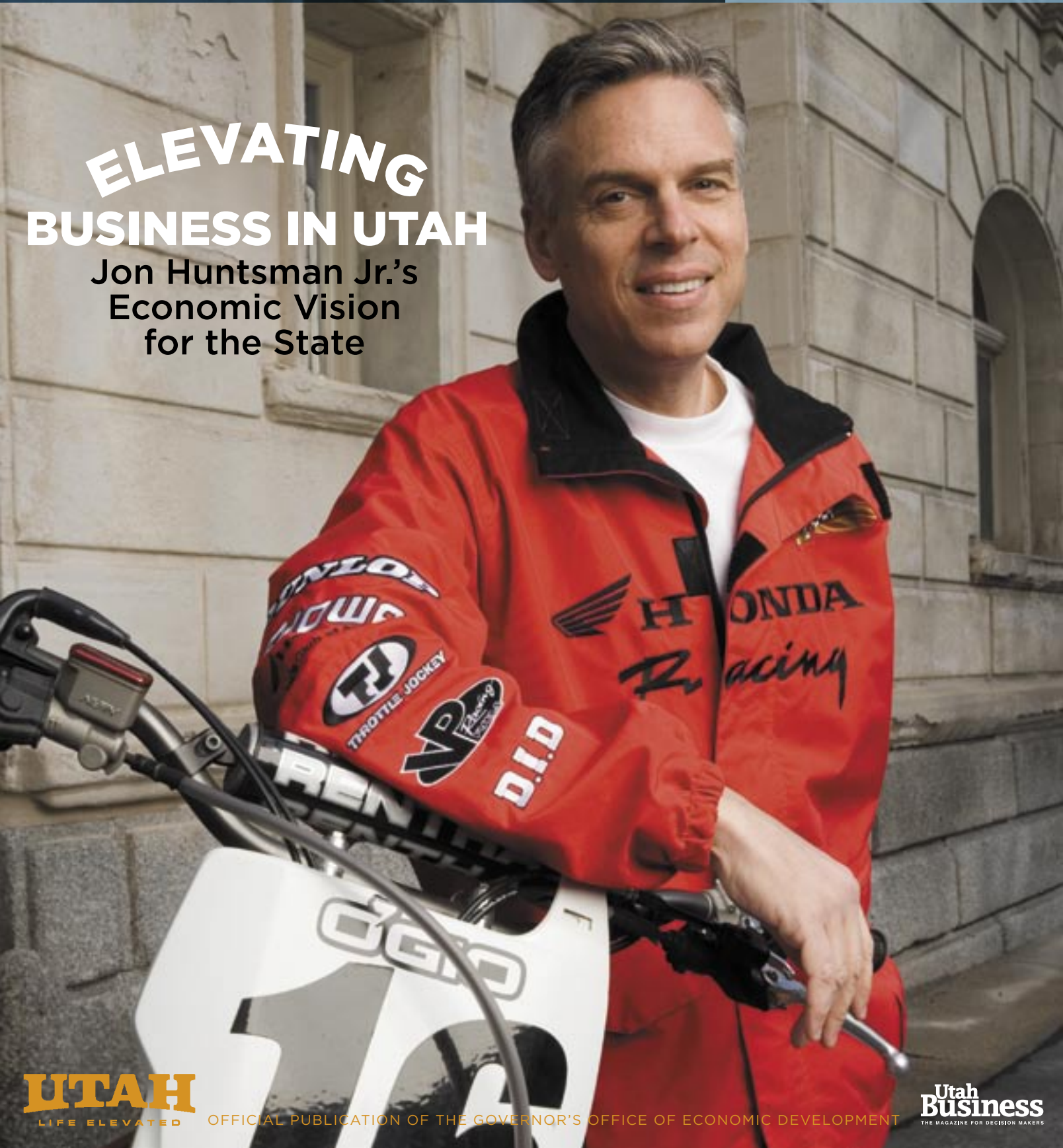
10 Reasons
to Build Your
Business in Utah



Region by Region:
Economic Opportunity
in the Beehive State

ELEVATING BUSINESS IN UTAH

Jon Huntsman Jr.'s
Economic Vision
for the State



UTAH
LIFE ELEVATED

OFFICIAL PUBLICATION OF THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

**Utah
Business**
THE MAGAZINE FOR DECISION MAKERS

GOVERNOR'S LETTER

Welcome to Utah!

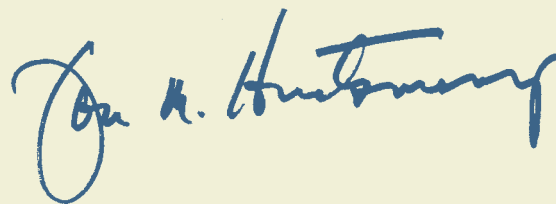
Nicknamed **The Beehive State** for its **Industrial** motivation, Utah has one of the most dynamic, fast-growing economies in the nation and is an ideal place to live and grow a business.

Business Utah 2006, published through a partnership between the Utah Governor's Office of Economic Development and *Utah Business* magazine, highlights the exceptional opportunities Utah offers individuals and organizations in the state.

Business Utah explores the people, technologies, companies and industries, institutions of research and higher learning, enabling infrastructure, and innovative government programs and initiatives that make Utah a place of extraordinary opportunity. It also spotlights destinations and events that create an unparalleled tourist experience for visitors and quality of life for Utah residents.

This issue of *Business Utah* is accompanied by the 2006 *Utah Facts Book*, which answers many questions businesses and business leaders ask when they consider relocating or expanding to Utah.

I invite you to become better acquainted with Utah, by reading *Business Utah 2006* and visiting the state. I am confident that as you get to know Utah and the many opportunities it offers, you will find out what more than 2.5 million people who call the Beehive State home already know—that Utah is a great place to work and live.



Jon M. Huntsman Jr.
GOVERNOR
STATE OF UTAH



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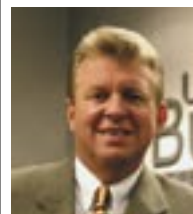
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BUSINESS UTAH 2006



PUBLISHER'S NOTE

We at *Utah Business* magazine are honored to partner with the Governor's Office of Economic Development (GOED) to publish *Business Utah 2006*, the State of Utah's official economic development guide.

This edition of *Business Utah* is designed to provide readers inside and outside of Utah with understanding and perspective about the individuals, organizations and trends driving the growth of Utah's vibrant economy.

In addition to reading *Business Utah*, I encourage you to get to know Utah's innovative Governor's Office of Economic Development (GOED). You can begin by visiting the GOED Web site, www.goed.utah.gov, for more information about the compelling business opportunities and exceptional quality of life you will find in Utah.

Martin Lewis
Publisher
Business Utah 2006
Utah Business

Publisher

Martin W. Lewis

Editor

Kimball Thomson

Contributing Editors

Jacob Moon
Heather Stewart
Spencer Dickson
Tracie Cayford
Linda Muir

Contributing Writers

Janine S. Creager
Kristy Griggs
Caroline Larson
Becky Marsh
Jenie Skoy
Pamela Ostermiller
Paul Rollins
Brian Staker
Jeff Vanek

Designer

Ryan Mansfield

Photo Editor

Weston Wride

Advertising Consultants

Linda Strobe
Travis Barrington
Sherece Steed

Business Manager

David Sampson

Cover Image by

Eric Delphenich

Published by

Olympus Publishers
G. Franklin Lewis,
Chairman
859 W. So. Jordan Pkwy. Ste. 101
South Jordan, UT 84095
Tel: 801.568.0114
Fax: 801.568.0812

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Clearing Sagebrush and Creating Opportunities

Governor Jon Huntsman Jr.'s
Economic Vision for Utah

By Kimball Thomson | Photography by Tyler Gourley



"I believe good economic development policy and programs are designed to clear the sagebrush away from the private sector. They help identify and remove the key impediments to doing business—then let the private sector create jobs and do the other things it does so well."

Governor Jon Huntsman Jr.

JON HUNTSMAN JR., UTAH'S NEW GOVERNOR, has a powerful belief in the primacy of economic development in the state's future. His primary gubernatorial campaign platform was economic revitalization, and since the first days of his administration he has honored his pledge to dedicate at least one full week of every month to issues of business and economic development.

"The central theme of our administration is and will remain economic development," says Huntsman. "We need to make it abundantly clear that we are serious about economic development. In the end, this will be what pays the bills for our present and future and provides the greatest opportunities for our people and our companies."

THE IMPERATIVE: ENHANCE OPPORTUNITY AND QUALITY OF LIFE

"Governor Huntsman recognized with great clarity that a comprehensive economic development strategy is a necessity for the state of Utah," says Fraser Bullock, managing director at Sorenson Capital. Bullock, former COO and CEO of the Salt Lake Organizing Committee for the 2002 Winter Olympic Games, has worked closely with the Huntsman administration to establish the Governor's economic development strategy.

"Very early on, Governor Huntsman made it clear that the foundation for his platform was built squarely on economic development," adds Bullock, who believes that the economic development engine fuels all the other engines that need to be funded in Utah. "Our schools—both K through 12 and higher education—depend more on economic development for their funding than on any other factor, as do all of the other necessary engines for the state."

Huntsman is adamant about reversing a long-term slide in the economic fortunes for Utah workers, families and companies. According to U.S. Census Bureau, the average wage for Utahns as a percentage of the national average has declined from more than 96 percent in 1981 to about 81 percent in 2004.

"The societal impact of this slide on families is that many struggle economically, and many families are forced to have both parents working outside the home," says Bullock. "The Governor was not content with this status quo. One of the things I most appreciate about his vision is that he wants to take us to a new level of economic performance. In my view, this is what will enable Utah to move to the next level financially—our state programs, our families and our companies."

THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

In accordance with his belief in the centrality of effective economic development for ensuring Utah's economic future, Huntsman in early 2005 decided to move the function of economic development policy under his own purview, and to

divide the former State of Utah Department of Community and Economic Development into two separate departments: the Department of Community and Culture and the new Governor's Office of Economic Development (GOED).

"The governor needs to be the economic czar," Huntsman explains. "I strongly believe that the governor also has to lead the charge from a marketing and selling standpoint. The message going out on economic revitalization and economic positioning in the world needs to be articulated by the governor, not just by a director or cabinet member, however important those functions may be."

HUNTSMAN'S ECONOMIC DEVELOPMENT PHILOSOPHY AND VISION

The Huntsman administration's approach and initiatives will never be mistaken for any of Lyndon Johnson's Great Society social engineering schemes. "We are not proposing any major top-down government initiatives that get in the way of our private industry's ability to drive Utah's economic development," says Chris Roybal, Huntsman's senior economic advisor. "We are fully aware that it is business rather than government that creates jobs and economic growth."

At the same time, Huntsman is a firm believer in the contribution of business-friendly government to economic development. He has seen the positive role that innovative legislation and government programs have played in fostering economic growth in rural Utah, and in helping raise the state to world leadership in the industrial banking (industrial loan company, or ILC) industry.

"I am convinced that government can and must be a catalyst in building momentum for our companies and our economy," says Huntsman. "It can help improve the business climate and regulatory environment in our state, and help increase awareness both within and outside Utah of what the state has to offer consumers and businesses alike."

CLEARING SAGEBRUSH

Huntsman adds, "I believe good economic development policy and programs are designed to clear the sagebrush away from the private sector, rather than interfering with their efforts or trying, fruitlessly, to substitute government for business. They help identify and remove the key impediments to doing business—then let the private sector create jobs and the other things it does so well."

Huntsman vows to continually work with business leaders to identify the key obstacles to business expansion in the state. "Then we will work to remove them, one at a time," he says. In this pursuit, he plans to draw upon his service as chairman of the U.S.-Japan Regulatory Commission under President George W. Bush: "If we could see our way through to eradicating impediments with the two largest economies on the planet, we can certainly do it here in Utah."



Huntsman believes the most noxious impediments that need to be cleared away from business involve tax reform and regulatory environment. "Tax reform and a business-friendly regulatory environment, more than anything else, set the standard for your competitive environment," he says. "We've got a lot of work to do in both of these areas."

THE PROCESS: DEVELOPING UTAH'S ECONOMIC DEVELOPMENT PLAN

Consistent with his reverence for the private sector, Huntsman reached out early to leaders in Utah's business community to help him refine and establish his economic development agenda.

"I am one of many business executives in the state who greatly appreciate the process the Huntsman administration followed in developing its economic development plan—headed by the Governor and ably executed by his team," says Bullock.

In addition to Roybal, Huntsman's core economic development leadership team includes: Jason Perry, director of GOED; Martin Frey, managing director of economic development for GOED; and Leigh von der Esch, director of the Utah Office of Tourism.

The Huntsman administration started by benchmarking successful economic developments from other states and other countries, and evaluating what programs might be applicable to Utah. After gathering and consolidating this information, the team then turned to the business and education communities to obtain input. "We reached out to get the best ideas we could from many of our most effective leaders in business and higher education," says Frey. "Then we brought it together into a unified strategy that complemented the Governor's vision and the benchmarking we'd done."

"We reached out to get the best ideas we could from many of our most effective leaders in business and higher education. Then we brought it together into a unified strategy that complemented the Governor's vision and the benchmarking we'd done."

Martin Frey

managing director of economic development,
Governor's Office of Economic Development



AREAS OF FOCUS

According to Frey, "What we have developed is an integrated economic development strategy focused on six foundational pillars." These components include:

1. University- and industry-based research. "We want to do all we can to assist innovative researchers at Utah institutions of higher learning and in industry be successful in obtaining grants, including a variety of federal matching grants," says Frey.

2. Technology commercialization. "Utah is a powerhouse of creative, pioneering research," says Frey. "There are absolutely tremendous untapped opportunities for turning the ideas and research coming out of our universities into products and services that can achieve success in the marketplace."

3. Access to capital. "We are committed to helping facilitate improved access to multiple sources of angel funding and venture capital for our entrepreneurs and growth companies," says Frey. "This will include enhancing Utah's Fund of Funds program and other formal and informal means."

4. Access to support infrastructure and other key business enablers. "Many of our small businesses—in rural Utah as much as in the main population centers—will derive significant benefit in building and growing their organizations by learning how to effectively leverage business enablers," says Frey. These enablers include lean manufacturing through the Manufacturing Extension Partnership (MEP), Internet marketing, international business support through GOED's international program, the state's new Business Link Web portal, and innovative public-private entrepreneurial development programs designed to enhance the growth and success rate of Utah companies.

5. Access to talent. "To achieve our great economic potential, Utah organizations will need to improve their ability to develop, attract and retain management talent at all levels," says Frey.

6. Government support. "We won't generally be leading the economic development charge, but government plays a key role in successful regional economies by developing a business-friendly legislative and regulatory environment in which our companies and economy can thrive and by acting as a catalyst to focus people, ideas and resources on our greatest opportunities for success," says Frey.

THE ECONOMIC POWER OF TOURISM AND FILM

The Huntsman Administration is also strongly focused on tourism as a driver of economic development for Utah.

"Tourism is a high-velocity economic development engine for Utah," says von der Esch. "We are excited about the amount of tax relief per household that tourism dollars bring to the state—currently about \$464 per household. If we boost that to \$600 per household, it will have a great impact on the quality of education, roads and other crucial services."

"The Utah brand and how we market the state will be one of the most visible parts of Governor Huntsman's legacy," adds Mike Deaver, deputy director of the Utah Office of Tourism, who oversees marketing and advertising.

Huntsman is acutely aware of the potential far-reaching economic impact of tourism. "So much of what the rest of the country and the world see and feel about Utah come from the tourism advertising and the tourist experience they have here," says Huntsman. "It is essential that we get the message out about the experiences available here that can be found nowhere else. So often the tourist experience people have here leads to permanent relocation."

Utah's tourist experience highlights a powerful intangible draw for visitors—the state's quality of life. "The breadth and depth of Utah's tourist offering showcases our extraordinary quality of life, which is becoming an increasingly important business recruitment tool," says Tracie Cayford,

deputy director of the Utah Office of Tourism, who oversees operations and publications.

"Utah is unmatched in the outdoor beauty and recreation we are able to experience here," adds von der Esch. "We also have an extraordinary arts and cultural offering and heritage for residents and visitors to the state. Everything is here." Utah is also home to exceptional destination events, including the Sundance Film Festival and the Tony-award winning Utah Shakespearean Festival. (See also the articles on Utah arts & culture, film and recreation in this issue.)

The Office of Tourism also directs another highly visible source of economic growth for the state—the Utah Film Commission. "Of course, Utah is legendary for its distinctive and diverse scenic beauty, which draws film producers and directors from around the world because it allows so many different types of stories to be effectively shot here," says Aaron Syrett, executive director of the Utah Film Commission. "But the state is also becoming increasingly known for the quality of its talent in all aspects of film production—from gaffers to actors. Film makers are finding they need to bring fewer and fewer people with them when they come to Utah, making it even more cost-effective for them to make movies here."

Syrett adds that since the Utah legislature passed legislation for a motion picture incentive fund in 2005, spending has increased 52 percent, production days have increased by 48 percent and more than 4,100 jobs have been created. "This is definitely a growth industry in Utah," says Syrett, who estimates that the state has seen a 13-to-1 return on its incentive investment.

UTAH IN THE GLOBAL ECONOMY

The Huntsman economic development plan also incorporates a strong international component.

Huntsman himself draws from extensive experience at the nexus of international business and government. He was deputy assistant secretary of commerce for the Trade Development Bureau in the Reagan Administration, and has served as U.S. trade ambassador, U.S. ambassador to Singapore and U.S. assistant secretary of commerce. He is also the only governor in the nation able to negotiate with dignitaries from Shanghai and Peking in the Mandarin tongue.

"Fortunately, the countries and regions that are on the ascent that we really need to partner up with—China, India, Taiwan, North and South Korea—are the ones I know very well. I know their cultures, and in some cases, even their languages," says Huntsman.

INDUSTRY REACTIONS

The Huntsman economic development strategy has generated considerable enthusiasm among leaders in Utah's private sector. According to Dinesh Patel, managing director of vSpring Capital and a prominent serial life sciences entrepreneur, "In my experience and the relevant research I've seen, there are five fundamental components that need to be in place in order for a region to build sustainable long-term economic success. You need universities that perform ongoing R&D and technology commercialization; local business success stories; plentiful human and investment capital; and progressive government support. I believe that the Huntsman economic development plan addresses all of these, and puts the state in a position to succeed."

Bullock adds, "The strategy we have in place for Utah's economic growth today is extremely sound. It's multi-dimensional. It addresses human and capital resource needs and approaches economic opportunities in a highly strategic fashion, focusing on a few areas in which the state can be world class and create long term, high paying jobs."

While Frey acknowledges that the Huntsman Administration's economic development plan is still a work in progress, he is encouraged by the plan's progress and trajectory. "The people and programs are coming together in very positive ways," he says. "There is a lot of energy around this effort and a groundswell of new opportunities and businesses. It's a very exciting thing to watch and to be a part of."

"Tourism is a high-velocity economic development engine for Utah. We are excited about the amount of tax relief per household that tourism dollars bring to the state...It will have a great impact on the quality of education, roads and other crucial services."

Leigh von der Esch
managing director,
Utah Office of Tourism



USTAR: Leveraging Utah's Research Powerhouse Universities

Utah's leading research universities, the University of Utah, Utah State University and Brigham Young University, are powerful economic engines for the state of Utah. In the past 20 years, more than 180 companies have been launched to commercialize technologies from these institutions of higher learning, and more than 120 continue to operate in Utah, including such dynamic, innovative companies as Evans & Sutherland, Hyclone Laboratories, Myriad Genetics, NPS Pharmaceuticals and Sorenson Communications. Brigham Young and the University of Utah are consistently ranked among the nation's leading universities in terms of technology commercialization per dollar spent.

In the 2006 legislative session, several prominent Utah organizations dedicated to industry-driven economic development—the Salt Lake Chamber, the Utah Information Technology Association (UITA), Utah Life Science Association (ULSA) and the Economic Development Corporation of Utah (EDCU)—joined forces to encourage passage of what may become one of the most significant pieces of economic development legislation in the state's history. (UITA and ULSA have since merged to become the Utah Technology Council (UTC).)

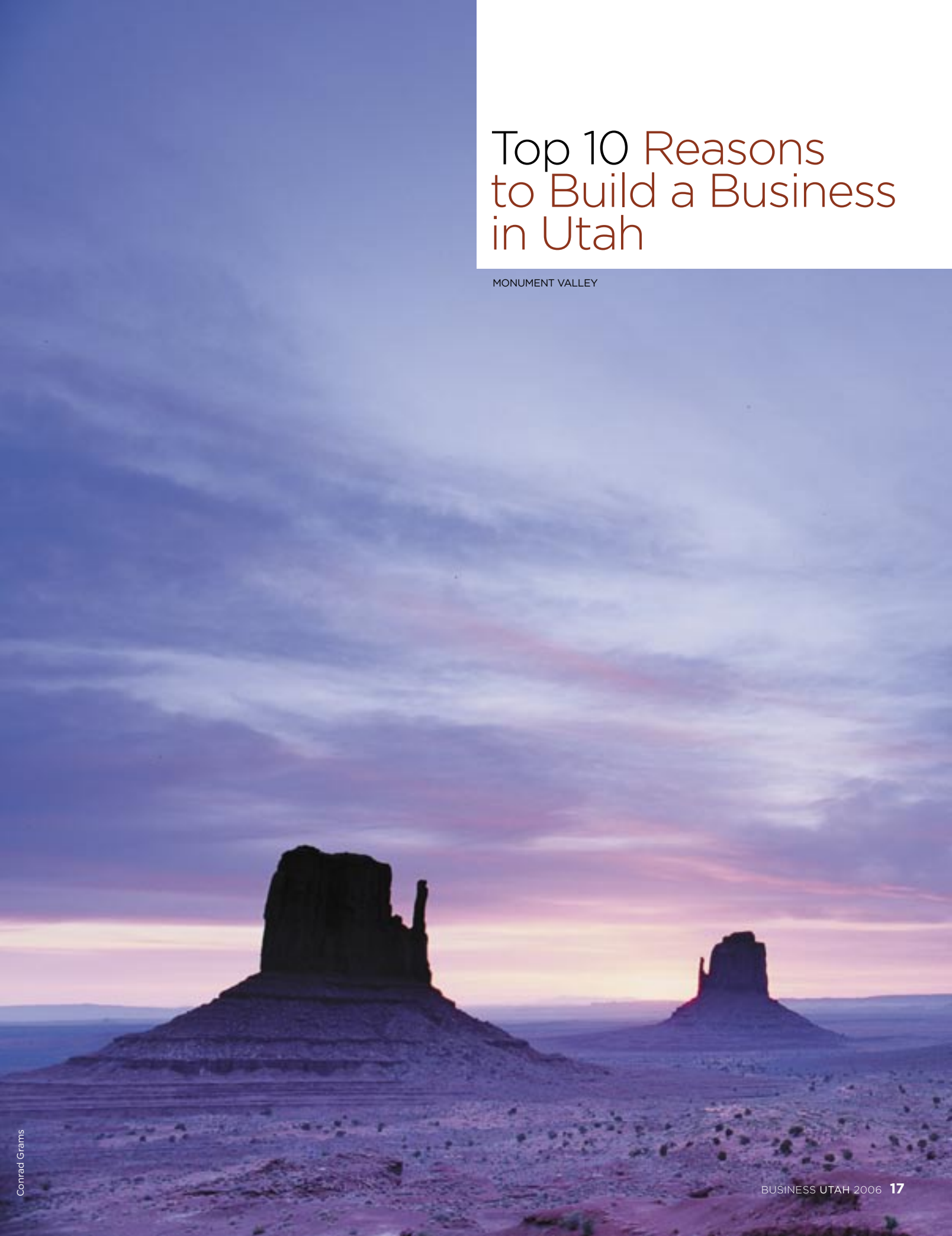
USTAR is designed to foster long-term economic development in Utah by investing in the capacity of the Utah's leading research universities to develop and commercialize technologies that will lead to the establishment of successful companies and high-paying jobs. USTAR seeks to:

- Provide funding to attract and retain top research scientists and technology developers for Utah's institutions of higher learning, in areas of strategic importance
- Facilitate support for commercializing the technologies developed at Utah's research institutions, including assistance with intellectual property protection, business plan development, product prototyping and beta testing, finance, and marketing
- Embrace and leverage the state's innovative Centers of Excellence program, which assists in the funding and transfer of technologies to the marketplace, as a key vehicle for technology development and commercialization
- Invest in Utah's future by achieving solid economic growth in industry sectors where Utah excels, with long-term sustainable results

The Huntsman administration and Utah's State Legislature are currently evaluating optimal ways to establish and fund the program. "Our research universities clearly drive the train for economic development and quality jobs, and we need to support their efforts," says Huntsman.

Top 10 Reasons to Build a Business in Utah

MONUMENT VALLEY



REASON ONE

By Kimball Thomson

Clusters of Impact

Leveraging Utah's Strengths to Create Critical Mass and Sustainable Advantage



UTAH. The name conjures images of ski slopes covered in powder—"The Greatest Snow on Earth." Sundance, the Mecca of independent film. Cedar City's Tony Award-winning Utah Shakespearean Festival. Majestic spires atop the white granite temple in the center of the state's capital city. Mystical, multi-colored canyons and mountain biking trails. Clearly, Utah is a recreation destination.

What is less well known is that Utah is also a world-class destination for business innovation. One of the leading creation capitals for computer graphics, word processing and computer networking is now home to pioneering genetics, medical devices, drug delivery systems, software development in multiple domains, and numerous other industries.

Innovation does not occur in a vacuum. Companies that develop new categories of products and services tend to gather in close proximity to other organizations engaged in similar or complementary pursuits and to supporting sources of infrastructure that nourish their growth.

Recognizing these realities, Gov. Jon Huntsman Jr. and his administration are in the process of establishing the Utah Cluster Initiative, which seeks to focus attention and resources in areas of the greatest market potential and sustainable competitive advantage.

THE POWER OF CLUSTERS

One of the most significant contributions government can make to economic development is to bring together leaders from the business community and research universities to identify areas of sustainable competitive advantage for Utah, says Martin Frey, managing director of economic development for the Governor's Office of Economic Development. "Identifying and leveraging economic industry 'clusters' is a powerful tool for maximizing human and capital resources in the areas of our greatest strength and economic impact," he says.

Clusters, a term introduced by Harvard professor Michael Porter and

popularized during the 1980s and 1990s, can be described as a geographic concentration of similar or complementary industries that gain performance advantages through proximity and interaction with one another.

Throughout much of 2005, the Huntsman administration has engaged in productive collaboration with leading Utah researchers, industry executives and entrepreneurs to identify the state's strongest potential industry clusters. To this end, the state has hosted energetic CEO summits and engaged high level task forces. "Our plan is to focus attention, energy and resources to help establish and brand Utah and its companies as world leaders in key targeted industries," says Frey. "This will allow us to leverage our existing strengths and global market opportunities to build and sustain economic growth and market leadership."

According to Dr. Greg Jones, Utah's state science advisor and leader of the State of Utah's Clusters Initiative, cluster formation will help maximize

resources and build focus and momentum through the alignment of ideas, capital, research, workforce, businesses, education and government around Utah's core competencies, infrastructure and resources.

The Governor's Office of Economic Development will become the catalyst to align necessary resources, infrastructure and policies that contribute to successful economic clusters. The key is to align industry, research universities, capital, talent, technology and government around industry sectors that possess the greatest opportunity and return on investment for the State.

"Strong industry clusters will produce direct and tangible benefits for individuals, families, schools and businesses in the state," says Jones. Some of the primary benefits include:

- Instant access for businesses to an experienced workforce and suppliers, customized services, and critical business resources
- Collaborative opportunities that enable organizations to achieve economies of scale, access new

UTAH ECONOMIC CLUSTERS

GOED will initially focus on economic clusters in emerging or mature sectors with significant core competencies and market potential. Many of the clusters will impact every corner of the state.

Thus far, GOED has identified industry clusters in a number of areas in which Utah has traditional strengths and substantial growth potential. "We still have ground to cover in specifying the clusters, but we feel good about the areas we've developed thus far," says Jones.

Life Sciences:

Drawing upon the world's largest genealogical database and a legacy of innovation in genetics, biotech and medical devices, the Clusters Initiative will explore such areas as personalized/predictive medicine; genetics & biomarker development; pharmacological research & clinical services; neuroscience; medical devices & products; microbe biotechnology; environmental & agricultural technology & remediation; and cellular systems (nutrition & infectious diseases).

Software Development & Information Technology:

Potential clusters in these areas include: systems management & security; Web services & software applications; wireless technologies; digital media & entertainment technology; high-performance computing applications such as simulations, images, modeling & algorithms; and GIS mapping & imaging.

Aerospace:

Clusters in this mature industry might include: composites & advanced materials; propulsion systems; and communications & avionics.

Defense & Homeland Security:

Potential clusters in this national growth industry include smart sensors & chemical/biological detection and autonomous systems.

Financial Services:

This cluster would seek to extend Utah's global leadership in the industrial banking (industrial loan companies, or ILCs) industry.



Energy & Natural Resources:

Possible clusters in this crucial sector include energy independence; mining & mineral technology; and water management.

In addition to these industry clusters, the Clusters Initiative will seek to establish clusters in competitive accelerators and supporting infrastructure that further the growth of other clusters. These include advanced manufacturing; logistics & distribution centers; networking infrastructure; nanotechnology; quality of life categories such as nutraceuticals and other personal wellness products; outdoor recreation; and family related products and services.

"Our plan is to focus attention, energy and resources to help establish and brand Utah and its companies as world leaders in key targeted industries. This will allow us to leverage our existing strengths and global market opportunities to build and sustain economic growth and market leadership."

distribution systems and increase revenues and profitability

- Improved ability for universities to attract targeted research funds and high quality prospective students

In the end, adds Jones, "Effective clusters will help provide more abundant, higher paying jobs, greater educational opportunities and a higher standard of living."

COMPONENTS OF SUCCESSFUL CLUSTERS

Feedback from Utah CEOs from a variety of industries and institutions of higher learning about what they need in order to successfully develop their respective clusters include the following six fundamental concerns:

- Raising early stage capital
- Dealing with rising health care costs
- Recruiting experienced talent
- Access to networking and partnering opportunities
- Improved alignment between educational research institutions and industry
- Presenting a positive and accurate image of Utah

The concerns of Utah's industry and education leaders are consistent with the findings of a major 2004 survey by Ecotec, a research firm based in the United Kingdom, which identified the most important characteristics of successful clusters. The three most important determinants were present in more than two of three instances of successful clustering. Ecotec found that more than 75 percent of successful clusters enjoy strong networking partnerships between regional businesses; more than 70 percent had access to both innovative technology and to human capital.

The next strongest correlating characteristics were present in more than one third of successful clusters. More than 40 percent had strong physical infrastructure; 40 percent were characterized by the presence of large firms; in excess of 35 percent of the clusters that succeeded had a strong foundation of entrepreneurship that manifested itself in enterprises; and approximately 35 percent enjoyed relatively plentiful access to investment capital.

CLUSTER SUPPORT INITIATIVES

To address the concerns of the state's CEOs and help foster the essential components of cluster-driven economic development, the Governor's Office of Economic Development has placed greatest priority on the following initiatives:

Networking Partnerships among Utah Businesses:

Primary responsibility will be shared by the Clusters Initiative, led by Utah science advisor Greg Jones; the Utah Procurement Technical Assistance Center, led by program director Fred Lange, which helps Utah organizations obtain government funding; and the Industrial Incentives Program, led by program director Mike Nelson, which provides incentives for Utah companies to create high level professional jobs in the state.

Access to Innovative Technology:

This priority will be addressed by the Centers of Excellence Program, led by program director Nicole Toomey-Davis, which provides assistance in

Martin Frey

managing director of economic development, Governor's Office of Economic Development



commercializing promising university-related technologies; and by Industry Driven Research, led by Jones.

Access to Human Capital:

Supported by Science Camps for middle school and high school students, led by Jones; Science and Technology Graduate Incentives, led by Jones; and the State of Utah's Talent Acquisition Program (TAP), led by program director Patricia Vaughn.

Physical Infrastructure:

Supported by the Science and Technology Parks, led by program director Doug Clark, which seeks to help establish technology and business parks capable of becoming "hot spots" to house industry clusters.

Presence of Large Firms:

Supported by the Industrial Incentives Program and the Industrial Assistance Fund, both led by program director Mike Nelson and designed to support the growth of sustainable companies and high paying jobs.

Enterprise Entrepreneurialism:

Supported by Utah Business Links, a comprehensive Web portal designed to provide a one-stop resource for Utah entrepreneurs and companies; and Utah Business Resource Centers, private sector centers with a state charter to provide guidance to help establish small companies on a sound footing. Both initiatives are led by program director Mark Stromberg.

Access to Finance:

Supported by Angel Investing Incentives, led by program director Ned Weinshenker, which will provide incentives for angel investors to fund Utah companies.

THE UTAH CLUSTERS INITIATIVE TEAM

To help support cluster development, Jones and Frey have assembled a team of leaders with a history of successful experience in entrepreneurship and business-government collaboration.

Ned Weinshenker, director of the Life Sciences Cluster, is a serial entrepreneur who has served as CEO of multiple companies. His experience includes leading IOMED through the initial public offering (IPO) process. He has also worked as a venture capitalist in California, and as a professor of organic chemistry.

Marshall Wright, director of business development for the state's Clusters Initiative, is a seasoned executive with significant training and education in technical as well as marketing disciplines. He holds undergraduate and graduate degrees in applied physics, and worked as an engineer before finding his professional home in business development. During his time at L3 Communications, Wright developed more than \$100 million in new business.

Gary Harter, director of Utah's Defense and Homeland Security Cluster, retired as a colonel in the

U.S. Army. His most recent command was at Dugway Proving Grounds, the nation's primary facility for testing systems and technologies used to respond to chemical and biological threats. During his service, Harter has developed strong relationships with the members of the Utah Congressional delegation.

"We are delighted and astonished by the quality of the professionals who have thus far been attracted to working on the Clusters Initiative," says Jones. "There are also extraordinary individuals we are currently working to recruit."

INDUSTRY SUPPORT

The Huntsman administration's plan is inspiring the confidence of key private sector leaders in Utah. "Utah's cluster strategy today is extremely sound," says Fraser Bullock, managing partner of Sorenson Capital and former COO and CEO for the Salt Lake Organizing Committee during the 2002 Winter Olympic Games. "It addresses human resource needs, approaches economic opportunities in a strategic fashion—focusing on a few areas in which Utah has a proprietary, strategic competitive advantage relative to the rest of the country and even the rest of the world."

"This is a long-term process, but I feel that this administration is taking the steps that will ultimately help Utah companies move to the next level of industry maturation and influence," adds Dinesh Patel, managing

director of vSpring Capital.

Industry association leaders also see promise in GOED's approach to building economic clusters. "Governor Huntsman and his team have done an exceptional job of identifying real industry needs," says Richard Nelson, president and CEO of the Utah Technology Council (UTC). "From the beginning, the administration went to the industry for direction, and has consistently focused on what is most important in supporting industry in the state." UTC, formed through a merger of the Utah Information Technology Association (UITA) and the Utah Life Science Association that represents in Utah's information technology and life science industries.

"The governor and his team have clearly recognized that economic development will be the primary key to ensuring Utah's viability going forward, in terms of job creation, capital formation and funding for education," adds Brian Moss, outgoing president of the former Utah Life Science Association.

Jones recognizes that the Clusters Initiative is at an early stage of development, but expresses confidence in the project's approach and direction: "This initiative is crucial for Utah's long-term economic growth, and we are fully committed to working with the state's industry and education leaders in moving it forward," he says. "It is the key to critical mass and quality of life now and in the foreseeable future."

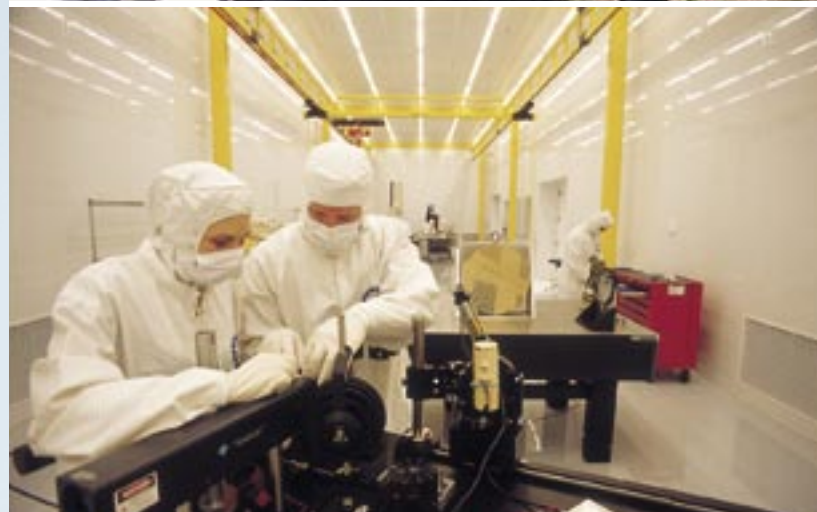


THE UTAH CLUSTERS INITIATIVE TEAM (L TO R):
NED WEINSHENKER,
MARTIN FREY,
GREG JONES,
MARSHALL WRIGHT,
GARY HARTER

REASON TWO

By Jeff Vanek

Utah's Universities Powerhouses of Economic Development



IT'S A NEW ERA IN UTAH. The state was settled by waves of pioneers who tamed a desert and built a world-class city that would one day host the Winter Olympics. They did it by harnessing the resources they had.

In the 1800s, water was the vital resource. Utahns built dams, reservoirs and irrigation canals to capture and channel the runoff from the snow in the mountains. Today, however, technology is Utah's vital resource, found in abundance at the state's major universities. Today's Utahns are capturing and channeling technology into economic opportunity.

Utah has two major public research universities—Utah State University and the University of Utah—in addition to Brigham Young University, the largest private university in the United States. All three institutions turn out an impressive list of technologies and business spin-offs from the research conducted on their campuses.

It was Utah universities that supplied much of the technologies that led to the creation of companies such as Atari, Adobe Systems, Evans & Sutherland, Iomega, Novell, Pixar and Silicon Graphics. Utah universities developed synthetic diamond technology and implanted the first artificial heart into a human. More disease-related genes have been discovered at Utah research universities than in any other place in the world.

THE ECONOMIC POWER OF RESEARCH UNIVERSITIES

To better harness and leverage the world-class innovations being developed at Utah universities, a focused effort is being developed by educational, business and government leaders in the state.

These leaders are working collaboratively to ensure that the right steps are taken and funding is secured for economic development, with the universities as the cornerstone of the plans. "We want our universities to be two-way streets," said Lane Beattie, president of the Salt Lake Chamber of Commerce. "We want them to spin off businesses and be places where businesses go

to get the technologies they need. Stable economic growth comes from the stimulation of new thought, technologies and inventions."

Beattie points to China as a country that understands the ties between research universities and the economy. "China has plans to open a hundred research universities as part of its long-term economic growth strategy," he says. "Utah must likewise put significant investment in the research universities located in the state." Jon Huntsman Jr., Utah's newly elected governor, agrees with the importance of strengthening the state's universities.

You don't have to go to China to understand the importance of strong research universities in vibrant economies. If you look at leading economic regions around the U.S., one thing they almost always have in common is ties to world-class research universities. Silicon Valley, the Boston area, Texas and North Carolina have all established symbiotic relationships between major research universities, government and industry.

USTAR

One of the most significant recent economic development efforts in Utah was the passage of the Utah Science, Technology and Research Initiative (USTAR) by the state legislature. USTAR is designed to advance the long-term economic growth of the state through technology commercialization efforts at Utah's research universities.

The Utah legislature appropriated funds to be used by the University of Utah and Utah State University for recruiting key talent and purchasing equipment. Initial spending will be centered on research clusters at the two universities; including brain imaging studies, advanced information technology and visualization, microensors, infectious disease, and sensor design.

USTAR will also strengthen the state's Centers of Excellence program, which already funnels money into technology development efforts at the universities. As part of the initiative, Centers of Excellence has changed the focus of the invest-

ments the state makes. In the past the focus was on moving research to the technology stage. The program will now have a technology-to-market emphasis, says Martin Frey, managing director of the Governor's Office of Economic Development.

FROM AGRICULTURE TO SPACE

Utah State University is located in Logan, about 90 miles north of Salt Lake City. Space research through USU's Space Dynamics Laboratory has been a significant area of technology development for the university. The center has created significant technologies in data compression, visualization capabilities and sensors. In fact, more experiments have been sent into space from USU than from any other university in the world. Other major areas of research and technology development include micro-biotechnology, cellular systems and nutrition, and autonomous robotic vehicles.

USU is currently instituting changes that go to the heart of the institution's culture. "We have initiated changes that are very strongly driven by our desire to be competitive, to be more of an enterprise institution, and to help change the culture of the traditional academic environment to become a more entrepreneurial one," says Brent Miller, vice president for research at USU. "We have done a number of things to try and help our faculty recognize the importance of moving their ideas into the public realm so that they benefit society."

One of the changes made was in the faculty code. Patent and other intellectual property creation is now a part of tenure consideration. "That's very unusual at universities and we are really pleased to have done that this year," Miller says.

Another significant change was a revision of the university's intellectual property policy for royalty sharing. Traditionally, royalties from licensed technologies are split in thirds: one-third to the professor who developed the technology, one-third to the department and one-third to the university. In order to create a greater incentive for technology commercialization, the university has changed that traditional split. Now the professor gets a 50 percent share of royalties in the licensed technology for the first half million dollars. After the first half million in royalties, the professor's share is forty percent.

USU is also establishing a business incubator on the campus to assist professors in commercializing their technologies. This is being done by leveraging the resources of the MBA program with the Technology Transfer Office's intellectual property resources. Rather than merely focusing on licensing technologies, the university is encouraging new business creation.

The university has also refocused its Technology Transfer Office, bringing in key people from the private sector with experience in technology commercialization. This has resulted in the formation of seven companies in the

last two years, and a doubling of royalty revenues in that same period.

The USU Innovation Campus is a blend of university and private research facilities on land that sits adjacent to the main campus. Originally, the campus was 36 acres. It is now expanding to 150. The Innovation Campus focus is on those sectors of research in which the university already has strong programs—biotech, agriculture, aerospace with intelligent systems, sensors and robotics. Both startups and established companies are encouraged to locate their facilities at the campus. The idea is to create a synergistic environment where research, technology development and technology commercialization will more readily occur.

UTAH'S MEDICAL PILLAR

Located in Salt Lake City, the University of Utah is ranked in the top 15 percent of research institutions in the United States. It was one of the original four universities to be involved in the development of the ARPANET, the precursor to the Internet. Some of the U's greatest strengths are in biomedicine and computers. Its biomedical and genetics research programs are among the very top in the nation. The university's Brain Institute is doing leading-edge research and development in the area of genetic brain function. In the area of computer technology, the Scientific Computing and Imaging Institute is breaking new ground in engineering, computing, visualization and imaging.



"We want our universities to be two-way streets. We want them to spin off businesses and be places where businesses go to get the technologies they need. Stable economic growth comes from the stimulation of new thought, technologies and inventions."

Lane Beattie
president of the Salt Lake
Chamber of Commerce.



Like USU, the University of Utah has made some significant changes aimed at taking research to the market through licensing and the creation of new businesses. This direction was articulated by Michael Young, the new president of the University of Utah, in his inauguration speech: "An essential ingredient of our relationship to the state and to the community... lies in the commercialization of our research... To that end, we must move our best research and our cutting-edge technology from the laboratory bench to the bedside, from the test tube to the market."

To ensure that the U's research benefits many people now and in the future, the institution recently created the Office of Technology Venture Development. Headed by Jack Brittain, the U's first vice president for technology venture development, the office will identify emerging technologies and oversee their maturation to the marketplace, Young says.

The appointment of Jack Brittain as vice president of that office is especially significant in that Brittain has been and remains the dean of the School of Business. Under Brittain's leadership, the Tech Venture Office oversees several supporting programs, all focusing on accelerating business creation and technology development.

"In addition to businesses based on technology from the university, I

think our entrepreneurial programs are less appreciated and more significant than people realize," says Brittain. "These programs are a foundation for companies coming out of the university; our students start a lot of companies."

Several programs fall under the Tech Venture Office that contribute to the technology commercialization efforts of the university. In the past, company formation based on research happened, but now it is being actively encouraged and supported. The Virtual Incubator Project, sponsored by the U's Technology Commercialization Office (formally called the Technology Transfer Office), awards \$50,000 in seed capital to young startup companies that are commercializing university research. In addition, other resources from the university are made available to make the entire campus an incubator that accelerates the research and development cycle so technologies can reach the market faster.

Also under the Tech Venture Office is the Lassonde Entrepreneurship Center, which runs the Launch Pad Program. The program brings students together from both the business school and the engineering schools for the purpose of creating a business based on technologies developed at the university. As Leonard Black, entrepreneurial director of the center, explains, "The idea behind this center is to take some students from business, engineering and life sciences, examine what they have in common with the Technology Commercialization Office, develop some relationships with the research people and find economic opportunities."

Troy D'Ambrosio, executive director of the Lassonde Center, adds, "Our idea is to create as many businesses as we can using student teams." Even though the Launch Pad program is only about a year old, it plans to spin out two new businesses this year.

THE PRIVATE EFFECT

Brigham Young University will remain a major player in Utah's economic development. BYU is located in Provo, about 60 miles south of Salt Lake City. Although not primarily a

research university, BYU is extremely effective when it comes to technology development and commercialization, ranking third in the nation in earning income from inventions relative to research spending.

BYU has a very close working relationship with both the University of Utah and Utah State University, often collaborating with either of the state schools to develop new technologies. "We collaborate very closely with the tech transfer offices at the University of Utah and Utah State," says Lynn Astle, director of BYU's Technology Office. "We aren't in competition with each other—there are a lot of synergies that we have, and our technologies are different than their technologies. A lot of this activity comes from collaboration between our faculties."

This approach makes sense given the teaching orientation of BYU. All faculty members must carry a regular class load, whereas at the U and USU there are faculty members who engage primarily in research. Nevertheless, BYU faculty and students have come up with impressive research and manage to spin off about three companies. One of the ways that the BYU Technology Transfer Office leverages resources is by tapping talent at the university's law school. Law students who are planning to become patent attorneys perform patent research and other due

diligence on intellectual properties developed at the university.

Recently, the state's Centers of Excellence Program awarded funding for four research projects at BYU. These projects include advanced communications technology in wireless communication, miniature unmanned air vehicles using autopilot guidance systems, direct machining and control for optimizing production specifications and tolerances, and acoustics research to reduce noise in vehicle cabins. Each of these technologies has significant market potential, and most are already in the commercialization stage.

These projects represent only a small part of what is being developed at BYU. For example, another technology being commercialized at the university is Friction Stir Welding, which allows previously unweldable metals, such as stainless steel or armor plate, to be welded. The technology took first place in the 2005 Stael Rives Utah Innovations Awards in the mechanical devices category.

Each of Utah's three major universities provides a wealth of technologies for commercialization. It will now rest on the state's educational, business and public leaders to put the necessary infrastructure in place that will allow this vital resource to be maximized for economic growth.



REASON THREE

By Jeff Vanek & Kimball Thomson

A Growing Industrious Workforce Entrepreneurs Meet the Mountains



UTAH'S ENDURING COMMITMENT TO INDUSTRY is reflected in its state emblem. The Beehive was chosen by early settlers for its core values of industrious work and high productivity. Utah's state motto remains "Industry," a fitting symbol for the state's growing workforce—creative, energetic, industrious and productive. Take these qualities and add easy commutes and access to numerous recreational pursuits, and Utah becomes one of the best states in which to live and work.

FILLING THE RANKS

Utah's workforce is distinguished by an important trait: Utah has the youngest labor force in the nation with an average age of 27, according to census data. The average age of workers for the United States is 35 years old. Additionally, 47 percent of Utah's workforce is 34 years old and younger; no other state comes closer than Texas, at 39 percent.

Given great nationwide concern about the impending retirement of the Baby Boomers, Utah is in a unique, enviable position. Its pool of young workers is projected to increase by 60 percent by the year 2020, and the group most likely to retire in the next 10 years—those who are 55-65 years old—make up the lowest percentage of any other state, 8.6 percent (compared with a national average of 11 percent).

What these numbers mean, according to Mark Knold, senior economist at the Utah Department of Workforce Services, is that Utah won't experience the same impending retirement crunch felt nationwide. "The Utah economy won't be facing that kind of issue because our labor force isn't having that same problem—a huge void being created by a baby-boomer dominance and corresponding retirement," he says. "Utah is in a position where we don't anticipate, at least not to the degree of the rest of the country, a void in terms of loss of talent."

"Utah's talent pool is young and energetic, eager to grow, expand and

advance their careers," says Patricia Vaughn, director of the Talent Access Programs (TAP) in the Governor's Office of Economic Development (GOED). "This represents a tremendous advantage for companies located in the state."

The state's workforce is also well educated. According to the U.S. Census, 89 percent of Utah residents over 25 years of age are high school graduates, and 28 percent have a bachelor's degree or higher. In a study performed by Forbes.com, which ranked school districts in the biggest cities throughout the country, Salt Lake City's two largest school districts, Jordan and Granite, were ranked as the second best in the nation, a close second to Boston. In terms of higher education, Utah features six universities, including three major research universities.

UTAH'S ENTREPRENEURIAL SPIRIT

The Beehive State consistently distinguishes itself as one of the nation's hotspots for entrepreneurship. Utah

has thousands of thriving technology and biomedical companies, often supported by research coming out of local universities, and the state ranked among the top 10 in a recent Milken Institute study of states that invest in their science and technology assets as an economic development tool. The thriving technology businesses in Utah was one of the major factors that went into a recent *Fast Company* magazine article naming Salt Lake City as one of seven "fast" cities in the United States. The magazine describes a "fast" city as having a large, growing workforce of "creative class" workers, which consists of scientists, engineers, artists, managers and high-paid professionals.

USA Today recently conducted an extensive survey of every county in the nation to determine which had the highest percentage of early technology adaptors. According to the survey, Utah has three of the top 25 counties in the nation for technology-savvy people: Salt Lake County at No. 10; Davis County at 16; and Utah County at 24. People living in these counties



are more likely to buy and use the latest technologies available, such as Wi-Fi and Internet phone service.

In a Pacific Research Institute study, Utah ranked fifth among states for economic freedom, fostering business growth and entrepreneurial success. The study factored in more than 140 variables, including taxes, environmental regulations, tort laws and property rights, and was based on five types of government intervention on markets: fiscal, regulatory, judicial, government size and welfare. Utah is one of only 21 right-to-work states. Under the Utah provision, no individual seeking or holding a job in the state may be forced to join or pay dues to a labor union. Only 6.2 percent of Utah employees are affiliated with unions, compared to a national average of 13.2 percent.

In a study conducted by the Beacon Hill Institute, Utah was ranked second in the nation for business competitiveness. This study took into consideration a number of components such as electricity prices, venture capital investments, crime

statistics and science degrees awarded, to name just a few. Utah rose in the rankings due to high scores in technology, labor and infrastructure. A KPMG Competitive Alternative Study puts Salt Lake City as the third least-costly midsize metro area in the nation for doing business. Inc. magazine ranked Utah as the top entrepreneurial state per capita in the nation for two 2003 and 2004, and a Wells Fargo Bank/Center for Women's Business Research 2004 study found that the Salt Lake/Ogden area is the nation's fastest-growing area for the number of women-owned businesses.

EXCEPTIONAL WORK AND PLAY

In the August 2005 issue of Outside magazine, Salt Lake City was ranked as the number one city in the nation for its "commitment to open spaces, smart solutions to urban sprawl and gridlock, a can-do community spirit and an active embrace of the outdoor life." The magazine cites an average commute time of just over 19 minutes. There are few places that offer

outdoor recreation in pristine mountain wilderness within 30 minutes of a major metropolitan area. Utah has 14 ski resorts, seven which are within 40 minutes of Salt Lake International Airport. Some Utahns even boast they can get in nearly 100 ski days without missing a day of work.

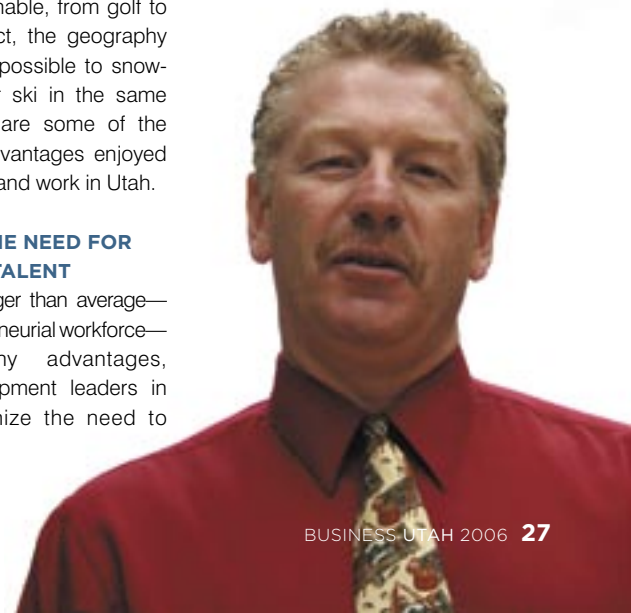
If it is warmer weather and spectacular desert scenery you want, then head to southern Utah, which is home to five national parks and numerous state parks. There, you will find every kind of outdoor recreation opportunity imaginable, from golf to waterskiing. In fact, the geography of Utah makes it possible to snowmobile and water ski in the same weekend. These are some of the many enviable advantages enjoyed by those who live and work in Utah.

ADDRESSING THE NEED FOR MANAGEMENT TALENT

While Utah's younger than average—and highly entrepreneurial workforce—possesses many advantages, economic development leaders in the state recognize the need to

"Utah is in a position where we don't anticipate, at least not to the degree of the rest of the country, a void in terms of loss of talent and loss of experienced workers."

Mark Knold
senior economist at the Utah
Department of Workforce Services



increase the supply of seasoned management talent. The Governor's Office of Economic Development has responded to this need by creating a new set of initiatives to address this essential human capital requirement—the State of Utah's Talent Access Programs. TAP is designed to evaluate and create programs that ensure that Utah and its companies are positioned for continued growth, expansion and the ability to compete domestically and internationally.

GOED and the State's Department of Workforce Services are working together to examine critical data and evaluate significant current and future issues Utah faces related to workforce planning and development. One of the most significant of these is talent acquisition, especially at the senior management level.

"In town hall meetings, professional associations and focus group discussions, a consistent theme expressed by Utah CEOs is the need for accessibility to a growing pool of able, experienced management and executive talent," says Vaughn. This is especially true in industries of strategic importance for Utah, such as IT and software development, biotech/biomed and medical devices.

TAP programs will provide assistance to Utah employers in three fundamental areas:

- 1. RETENTION** of existing talent, which utilizes education, recognition and program development to alleviate the factors that lead to attrition;
- 2. ATTRACTION** of new essential talent, appealing to individuals and companies within and outside the state—especially those with Utah ties—through awareness campaigns that highlight Utah as a place for career growth and business expansion;
- 3. DEVELOPMENT** of emerging talent through quality internships, college recruitment and leadership mentoring.

Although the TAP programs are still in the formative stage, says Vaughn, "we are beginning to connect businesses with key management and executive talent. For example, I'm already receiving inquiries from professionals that may have started



their careers here but left the state for other opportunities during the recessionary economy, or have other connections with Utah and have expressed interest in returning or moving to the state. We are working to become a centralized conduit for senior management and executive level talent to connect with opportunities here in Utah." Individuals or organizations interested in TAP programs can send questions or resumes to TAPintoUtah@utah.gov.

UTAH BUSINESS LINK

Another key resource GOED is working to develop in order to help entrepreneurs and businesses in Utah is Utah Business Link, an integrated, comprehensive Web portal designed to provide business owners with useful, accessible information on a variety of essential business issues.

The Utah Business Link consists of information crucial to business success such as access to Utah suppliers and customers; assistance to entrepreneurs in obtaining the necessary knowledge and resources to start and grow a successful business; and access to workforce information. The categories were created in response to multiple requests from business owners in Utah.

PART OF THE HIVE

With so many advantages to be found in Utah, the state welcomes those individuals and companies who would like to live and work in the state. "There are many people whose lives in some way, shape, or form have been touched by Utah," says Vaughn. "We want to reach out to them, let them know about the opportunities that are here. It might be someone who comes here to ski one week out of the year, but really looks at Utah and says, 'This would be a great place to work where you play and play where you work!' It might be someone who came here to go to school, but then left afterward. It might be someone who was born and raised here, but was educated outside of the state and then stayed outside. We want to welcome them back, or invite them to the wealth of opportunities available in Utah."

With the powerful combination of a young, well-educated, and highly motivated leaders in the private and public sectors, Utah is positioned to offer business and quality of life experiences unique in the world. The State of Utah invites businesses and executives to come find out what all the "buzz" is about.

"There are many people whose lives in some way, shape, or form have been touched by Utah. We want to reach out to them, let them know about the opportunities that are here."

Patricia Vaughn
director of the Talent Access Programs in the Governor's Office of Economic Development



REASON FOUR

By Kristy Griggs

A Great Place to Move Your Business and Life

Five Transplanted Utah Business Leaders Describe Their Experience



WHETHER MOVING FROM ANOTHER COUNTRY, across the nation or to a neighboring state, being a transplant isn't always easy. Adjusting to a new culture, relocating a family, establishing a new social circle and making a successful business move is a major life endeavor. Many have made the journey to Utah, a state that claims many highly successful and happy transplants. Kevin Cushing, Ragula Bhaskar, Kimberly Jones, Patrick Byrne, Mark Sunday and Martin Frey aren't originally from the Beehive State, but each is having a tremendous impact in their adopted home state.

Kevin Cushing—The restaurateur turned printing mogul moved to Utah to head up Alphagraphics, one of the largest printing companies in the world. Alphagraphics boasts more than 280 locations in 11 countries, and as CEO, Cushing hopes to double that number within five years.

Kimberly Jones—At the helm of Vérité Multimedia, Jones is leading the digital communications agency to a host of prestigious awards and an impressive list of clients. Founded in 1993, Vérité's clients include some of the world's leading technology companies, such as IBM, Hewlett-Packard, Novell and Symantec, as well as leading Utah companies Altiris and Helius.

Ragula Bhaskar—President and CEO of FatPipe, Bhaskar is originally from India and graduated from Penn State before moving to Utah for a teaching job at the University of Utah. His successful launch of a private business in 1989 led to the invention of a routing cluster, a data transfer option providing companies with more server security and a huge increase in total bandwidth. Bhaskar, his wife Sanch and FatPipe maintain a large presence in Utah's high-tech community.

Patrick Byrne—Byrne is the CEO of Overstock.com, an online retail outlet with a fresh approach of selling items at already discounted prices. In 1994,

Overstock.com generated nearly \$500 million in revenue and Byrne is looking to expand the company's online auction presence.

Martin Frey—Frey relocated to Utah in January 2005 to serve as managing director for economic development in the Governor's Office of Economic Development. Since then, Frey has been an integral part of a "pro-business" administration aggressively implementing initiatives to help grow Utah's businesses and economy.

Mark Sunday—As senior vice president of information technology and CIO of Siebel Systems, Sunday is enthusiastic about the company's move to Utah. Siebel Systems is a leading provider of business applications software that enables companies to sell to customers across multiple channels and lines of business.

Recently, *Business Utah* had the chance to catch up with these dynamic Utah business leaders:

WHAT DO YOU THINK OF UTAH'S BUSINESS COMMUNITY?

Cushing: Utah's business community is highly regarded. Our headquarters were relocated to Utah five years ago and since then we've grown substantially. Part of it has to do with more workforce choices in Utah. There is more population movement (in comparison with other states) and the business community is growing and strengthening. More businesses are turning to Alphagraphics for their business needs—we have centers from St. George to Ogden and we're hoping to raise our center numbers from 272 to 500, and to introduce a new model within five years.

Jones: Utah has a vibrant, active business community with growing diversity that provides opportunities for local businesses to serve Utah's business community. More business is coming to Utah and I'm excited about that growth. It is much needed and likely due to entrepreneurial growth



RAGULA BHASKAR



PATRICK BYRNE

in Utah. The state is taking startups to a new level. More new companies are becoming vital businesses.

Sunday: I'm impressed with how tight the community is. When I worked in the Bay Area, I had a different impression of Utah's business community. Moving here seemed to me like leaving a hotbed of technology to go live in the Outback. I knew Utah was a wonderful place to live, but not overflowing with business connections. I have found the reality to be quite the opposite. The business community is small in terms of geography and size, but it has established itself—including the IT community—with the help of Rich Nelson and UITA (Utah Information Technology Association). I haven't seen anything like it before.

Bhaskar: Utah is a good place to get started. I'm very happy with the progress of my business. The initial investments in FatPipe from people in the state helped tremendously, and I have found that there is a good investment

culture in Utah. Businesses try to help each other by inviting you to make presentations and UITA is a strong force in the community. Also, because Utah is an at-will state there is a high level of flexibility to hire and change staff according to business needs; it's easier to change with the times.

Frey: Utah has an extremely well educated workforce. People are able to solve problems, rather than deflect responsibility by saying 'that's not my job.' They often go the extra mile. A company recently decided to relocate to Utah, bringing 1,000 jobs with it. While the company had offers in other states, it wanted to come here because of the people. There is a perception that Utah doesn't get it, in terms of business—that it isn't a business friendly state. But it is. There is a very good understanding of business in Utah. On top of that, there is a great quality of life, which has an effect on the business community.

Byrne: This is the best place in the country to do business. The legal en-

vironment here is unlike other states that are somewhat anti-law, in the sense that businesses know what the law is regarding contracts and hiring. Here it is clear and uniformly applied.

WHAT IS UNIQUE ABOUT DOING BUSINESS IN UTAH?

Cushing: Utah has one of the best four-season climates and that makes for a great lifestyle. Utah also has a highly educated work force with a great work ethic. Our workforce also has a high degree of worldliness—many of them have been exposed to different cultures. I think our workforce attracts small businesses to the state. From a tax standpoint, it's a fair place.

Jones: The ability to network in Utah because of its size. It's much easier and better due to the smaller business community here. I feel like I know most people in my sector, which is pretty unusual. Communication is often purposeful and companies seem to be looking for synergy; there

“The university system in Utah is unique. We have Brigham Young University and the University of Utah not only leading with research, but also educating the workforce. It is unusual to get folks off the street as computer literate as they are here. Plus the quality of life here is absolutely terrific.”

Patrick Byrne

is definitely an open environment for an exchange of ideas.

Bhaskar: In terms of capital, there is a lot of seed money in Utah and a lot of home grown talent, which is a great combination. Although investing tends not to be high-risk, overall it does work out. And because the process of starting a business in Utah is fairly simple, one can build companies here. Unlike Silicon Valley, where they're flipping fast, Utah investors are willing to wait. Another unique aspect to the business community in Utah is how idea-oriented companies are.

Frey: There are two key things. First, Utah has a phenomenal entrepreneurial spirit. Utah is consistently rated at or near the top for startups per capita; Utahns are taking risks and starting up businesses. Second, we have a phenomenal work ethic. The United States Post Office recently consolidated some regional offices in Utah. A large part of the reason for the move was the productivity of Utah's postal workers. In addition to the work ethic, support for non-unions makes Utah attractive.

Also, there is a great spirit of collaboration here. Community leaders at the universities, in the legislature and in business are all pulling on the same oars heading in the same direction. I haven't experienced anything in other states where collaboration is this strong.

Byrne: The university system in Utah is unique. We have Brigham Young University and the University of Utah not only leading with research, but also educating the workforce. It is unusual to get folks off the street as computer literate as they are here. Plus the quality of life here is absolutely terrific.

Sunday: Again, size and geography. The vast majority of Utah's population is located in a relatively small space combined with a business climate of people working together. In the Bay Area and New York, you don't find the same communication that spans related industries. Utah's business community is one with a number of vehicles of communication that come together.

HOW WOULD YOU DESCRIBE THE UTAH LIFESTYLE?

Cushing: We have found living here terrific. My family has gotten involved in the many activities available in the state year round. Also, there are a great number of charities rooted in the community to get involved in.

Bhaskar: This is a good state to live in. You find the same sort of facilities here that you do in a big city without the headaches of traffic and crime. My office is nine miles away from my home and it takes me nine minutes to get there every day (laughs). The advantage of being in Utah is I have a whole group of people who have been with me since the beginning. They are loyal associates. Plus my traveling options are wonderful. The Salt Lake City airport is one of the major hubs for many airlines so I can get to any part of the world, often on a direct flight. And the cost of living is reasonable.

Jones: Skiing in the morning and golfing in the afternoon. Seriously—I love this state. There were challenges for me when I first moved to Utah: I was a newbie in every sense of the word. Before we moved here I told my husband “three years.” It's been 14. I love the beauty of the mountains and the cost of living is still palatable—especially if you're coming from California.

Byrne: The outdoors and just the sheer quality of life make this is a great, great place to live.

Sunday: My wife and I never want to leave. It is a great place to raise our two sons. The boys are learning about the outdoors, nature and animal life. There is a sense of community here that I've experienced more of in a few months than I did in more than three years while I was in the Bay Area. We've been able to build a network of unique individuals who enjoy the quality of the social infrastructure here—such as the schools, libraries, the ice arena now being built in Park City, the extraordinary Utah hiking trail system, the field house, free music in the summer and

festivals. My family and I feel very connected here.

WHAT DO YOU THINK OF GOVERNOR HUNTSMAN'S BUSINESS INITIATIVES?

Frey: He is already making an impact on the business community with his support of entrepreneurs, small companies and business resources, revamping the tax structure and simplifying regulation issues.

Byrne: While I like and support Governor Huntsman, I am still looking for more educational choice initiatives. In fact, I'm counting on it.

Jones: I think the good intentions are there, but I'm looking to see how the ideas are being communicated and how they address long-term growth.

Bhaskar: We have one of the most aggressive pro-business governors I've ever seen in Jon Huntsman, Jr. Businesses in Utah have a strong voice and an economic development department that is looking out for them. There is a proactive approach by the current government. As a result, more businesses are either moving to Utah or more local investment is taking place from existing companies. In three to five years I think we'll see the results from the governor's pro-business policies.

Cushing: Governor Huntsman has good initiatives for business and making this state a great place to live.

Sunday: Before Huntsman was elected, I was extremely impressed when my phone rang one day and it was Jon Huntsman calling to see if I could visit with him to discuss some things. He was truly interested in why we relocated to Utah and wanted to know what the state could do to make relocating businesses to Utah easier. He told me, and this was before he was elected, that he believes the number one job of government is economic development. And I agree, because it drives everything. I'm a big fan of the governor and his plan.



“Utah has one of the best four-season climates and that makes for a great lifestyle. Utah also has a highly educated work force with a great work ethic. Our workforce also has a high degree of worldliness—many of them have been exposed to different cultures. I think our workforce attracts small businesses to the state. From a tax standpoint, it's a fair place.”

Kevin Cushing

REASON FIVE

By Kimball Thomson

Impact Finance

Utah's Legacy of Financial Services Innovation and Influence

PICTURED (L TO R):
SCOTT ANDERSON, ZIONS BANK;
U.S. SENATOR ORRIN HATCH;
H. DON NORTON, FAR WEST BANK;
HOWARD HEADLEE, UTAH BANKERS ASSOCIATION



UTAH'S FINANCIAL SERVICES INDUSTRY builds on a storied legacy of innovation and influence within national and international finance. Utah is at the center of the debate on financial trends and issues of global scope and significance, such as the evolution of the industrial bank charter and the societal role and responsibilities of banks, credit unions and other financial institutions.

"It seems there is really no matter of broad importance in which Utah—or someone from Utah—isn't in the center of it," says Howard Headlee, president of the Utah Bankers Association. "Whether it's in the private sector or the public sector, Utahns are playing a key role in the debate and in its outcome."

PUBLIC AND PRIVATE SECTOR LEADERSHIP

Utah public servants at the state and federal level serve in pivotal positions and wield great influence.

Senator Robert Bennett, the junior U.S. Senator from Utah, is currently chairman of the Senate Banking Subcommittee on Financial Institutions and vice chairman of the Joint Economic Committee of Congress. Bennett, past chairman of the Joint Economic Committee, also helps drive the financial agenda for the Senate as chief deputy minority whip.

The senior senator from the state, Orrin Hatch, is the ranking member for the majority on the Senate Finance Committee, and is slated to become chairman of that committee after the next election cycle. Hatch is also past chairman of the Judiciary Committee and currently serves as the committee's ranking Republican member.

Jim Matheson, congressman from Utah's Second District, plays a prominent role as a member of the minority on the Financial Services Committee.

Utah also offers top national financial services leadership in the public sector. On September 27, 2005, Harris Simmons, chairman of Salt Lake City-

based Zions First National Bank, was elected chairman of the American Bankers Association (ABA), the largest banking trade association in the United States. In recent years, Zions Bank has consistently ranked among the nation's leading regional banks.

On the state government level, Utah is currently the epicenter of the national debate on whether credit unions should pay any form of taxes, or whether all types of credit unions should keep their tax-free status. "The past few years, everyone on both sides of the debate on credit union taxation has been watching what is happening in Utah and the arguments both sides furthered," says Scott Simpson, president of the Utah Association of Credit Unions. In 2004, the Utah State House of Representatives passed the Joint Resolution Related to Financial Institutions, which moved the debate to the U.S. Congress.

Utah is also at the heart of the debate about charters for special-purpose industrial banks (also known as industrial loan companies, or ILCs),

and their role in the banking industry and the economy. Ed Leary, commissioner of Financial Institutions for the State of Utah, is a frequent invited speaker around the country and has been called to testify before Congress on multiple occasions about Utah's world-leading industrial bank industry.

PROFILE OF A GLOBAL LEADER: UTAH INDUSTRIAL BANKING

Utah's global leadership in the industrial bank industry was the result of pioneering legislation guided by significant collaboration between leaders in the state's public and private sectors.

Industrial banks are special purpose financial institutions currently found only in Utah and four other states: California, Colorado, Minnesota and Nevada. Like traditional banks, industrial banks can offer loans and checking accounts, issue credit cards and take deposits, although they generally do not operate out of branch offices.

Industrial banks have a number

of limitations, such as not being allowed to accept deposits if total assets exceed \$100 million. To qualify for a Utah industrial bank charter, an institution must be insured by the Federal Deposit Insurance Corporation (FDIC) and meet other stringent requirements and limitations.

Industrial banks have existed in some form for about 100 years, but have substantially increased in size and sophistication during the past several decades. Companies in a variety of industries—such as credit card companies, brokerage firms, automobile manufacturers and large retailers—find industrial banks an effective and efficient way to provide a number of specialized services to their existing and prospective clients.

The Utah industrial bank industry grew rapidly from the late 1980s through the early 1990s, helped by the state's low cost of operation, an abundant skilled labor force, a business-friendly legislature and regulatory system, a fairly simple Consumer Credit Code and no anti-usury law.

At present, there are 34 industrial banks with Utah charters located across a variety of industries. For example, Utah's industrial banks include securities firms such as American Express Centurion Bank, Goldman Sachs, Merrill Lynch, Morgan Stanley and UBS; automotive companies, including Bavarian Motor Works (BMW), Daimler Chrysler, General Motors Acceptance Corporation, Volkswagen and Volvo; large retailers such as Target Stores; GE Capital Financial Services; and transportation and fuel companies such as Wright Express Financial Services and Transportation Alliance Bank, a subsidiary of the Utah-based fuel and travel plaza company Flying



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Howard Headlee
president of the Utah Bankers Association

J. In October 2005, SALLIE MAE was approved for a Utah charter.

As of November 2005, there were more than \$115 billion under management at Utah industrial banks, which according to Leary constitutes about two-thirds of all U.S. industrial bank assets under management. The nation's largest industrial bank, Utah-based Merrill Lynch, has approximately \$65 billion in assets. In addition, 10 Utah ILCs have more than \$1 billion under management each.

WHY UTAH?

Leary attributes much of the growth of the industrial banking industry in Utah to prudent legislation, regulation and oversight. "We have worked long and diligently to create a system that engenders confidence among the companies involved and the government regulators," he says.

For the past 20 years, Utah industrial banks have been regulated jointly by the Utah Department of Financial Institutions and the FDIC. "Industrial banks are as closely regu-

lated as any other commercial banks in the country," says Leary. "We have established a close working relationship with the FDIC to ensure that industrial banks are appropriately regulated to protect the public without subjecting the companies to onerous and unproductive legislation and regulation."

Generally, Utah industrial banks have a national or global scope, but operate from a single location. Because Utah industrial banks operate under the laws of the state's charter, they can export their services and products to customers in locations throughout the world under the auspices of a single, workable body of law.

Some of the same factors that contributed to Utah's rise to prominence in industrial banking are now solidifying the state's undisputed national ILC industry leadership. "Many ILC executives like the Utah charter and feel this is the best place from which to operate an industrial bank," says Leary. According to recent research performed by the Utah

Department of Financial Institutions among executives from current and prospective industrial banks in the state, the leading reasons industrial banks choose Utah include:

- A positive environment for business, created by the Utah Legislature and the Governor's office. "Leaders are very comfortable with the business-savvy and business-friendly approach of the Huntsman administration," says Leary.

- Confidence in the "developed and capable" regulatory structure from the Utah Dept. of Financial Institutions and the FDIC.

- The nation's leading cluster of industrial banks. "There is a tendency for industry leaders to be surrounded by other similar companies," says Leary.

- The state's extensive and successful experience with limited purpose banks.

- Fees which are lower than the national bank equivalent.

- A plentiful and able workforce drawn from Utah's young, well-educated populace. "This is reinforced by the specific bank experience acquired by many who have worked in this and related types of financial services firms," says Leary.

- The excellent quality of life in Utah. "After people have lived in the state, they tend to be highly reluctant to leave," says Leary.

- A cost of living below the national average.

- A much shorter process from inception to approval. According to Leary, "Industrial banks achieve a faster time to market than in other places—getting the charter understood, processed and approved."

- Excellent telecommunications facilities.

- Travel accessibility. "They like the fact that Salt Lake City is a hub to many other financial capitals," says Leary.

- The Utah Consumer Credit Code, which is as flexible as any in the nation.

- The ability of a state-chartered, federally insured depository institution to export Utah's favorable interest rates, fees and structure to other places—including the provision of no interest rate cap.

ONGOING BENEFITS

It would be difficult to overestimate the benefits of the industrial banks and other financial services organizations in Utah. The industry provides thousands of quality financial and customer service jobs, including executive level and board positions. The industry also creates significant opportunities for data processors and service providers, such as attorneys, consultants and commercial lenders.

In addition, the Community Reinvestment Act funnels one percent of the assets under management in banks to community development in Utah. "It is difficult to place a value on the tremendous benefit flowing to the state from the financial services industry, from jobs to low-cost housing to equity investment," says Leary.

"It's something we need to work to maintain and increase."

Leaders in the state's private sector are equally committed to sustaining Utah's business-friendly financial services environment. "If we didn't have the effective legislation and the sound, supportive business and regulatory environment for this industry, the business and all its advantages would go elsewhere," says Scott Anderson, CEO of Zions Bank. "Business and government leaders here in Utah are fully committed to preserving this environment now and in the future."

For more information on Utah's industrial banking and other financial services institutions, visit the Utah Department of Financial Institutions Web site, <http://www.dfi.utah.gov>.



"Many ILC executives like the Utah charter and feel this is the best place from which to operate an industrial bank."

Ed Leary
Utah Commissioner
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Scott Anderson
CEO of Zions Bank

REASON SIX

By Jeff Vanek

Big Business in Small Communities

Economic Development in Rural Utah



ONE OF UTAH'S INNATE STRENGTHS is the quality of life that can be found in its rural regions. It may be a romanticized pastoral lifestyle, and in recent years more people are choosing to live in rural areas. However, there must also be economic viability if those areas are going to be feasible choices for people to live.

One of the major challenges that rural Utah in the past had in attracting businesses is the distance required for travel and transportation. "We would always run into that transportation barrier of distance, and that would kill a lot of deals," says Les Prall, a member of the Governor's Office of Economic Development (GOED) Rural Development team. The state has found ways to overcome those obstacles, though, through the Smart Site program, recognized by the U.S. Department of Commerce as the most innovative economic development initiative in America.

Through the Smart Site program, businesses use computers and the Internet to perform services for clients anywhere in the world, thus eliminating the need to be located next to an airport or major transportation route. The program was able to surmount the transportation barrier by concentrating on businesses in the computer/IT, data processing or telecommunications industries. More than 1,000 jobs have been created by 50 Smart Site companies. These jobs are usually higher paying than those generally available in the rural areas in which the companies are located.

RURAL BYTES

Numerous companies can be cited as examples of the success the Smart Site Program has generated. As an example, The Illusion Academy of Mount Pleasant, in Sanpete County, illustrates the diversity of businesses that are technology-based or use technology to deliver their product or service to clients. The company produces graphic designs for clients such as Disney, Warner Brothers, the Home Depot and Gillette and continues to grow in its

number of employees and clients while remaining in its rural setting.

Information Alliance, in North Logan is a data collection and market research firm specializing in studies that require expertise in computer, medical, agricultural and other specialized domain areas. The company has grown to employ more than 300 employees and has teamed up with Vision Communication, another rural based company located in Blanding. This joint venture has created significant employment opportunities for San Juan County, where Vision Communication is located.

Steton based in St. George, is yet another example of a successful Smart Site initiative. With clients that include Tyson Foods, TGI Friday's and General Mills, Steton produces software for handheld computer devices used to monitor adherence to quality and safety regulations. Education can also be delivered more efficiently to rural regions using technology. Education in general is a significant factor in economic development, according to Gayle McK-

eachnie, rural affairs coordinator for GOED and former lieutenant governor of Utah. "It may not be sexy, but if we can raise the educational level of the average citizen in rural Utah, that will translate into more entrepreneurs, more startup companies and higher-paying jobs. These all come as a result of a better educated populace."

Utah State University, the state's land grant university, is a good example of an institution working to make education accessible to rural areas of the state. Although USU's main campus is located in Logan, nearly a third of its students take extension courses taught in rural Utah locations such as Tootle, Brigham City, Roosevelt, Vernal and Ephraim. McKeachnie has challenged all institutions of higher learning to meet the educational needs of rural Utah.

A STATE AFFAIR

In its efforts to continue economic development in rural Utah, the state's legislature created the Governor's Rural Partnership Board last

year. Co-chaired by Jeff Packer, a businessman in Brigham City, and Lt. Governor Gary Herbert, its purpose is to identify rural economic priorities. The board serves as a central point for information gathering and coordinating priorities for rural economic development. "We want input from those who are out there in the communities," Packer says. "We are looking for those things that can be applied statewide to benefit rural companies. If someone out there has an idea on how we can change things for the better, we want to hear it."

The Governor's Rural Partnership Board is addressing a number of key issues, one of which is the governor's Economic Cluster Initiative (see clusters feature in this issue). Economic clusters are groups of related businesses and organizations within industry sectors whose collaboration can result in sustainable advantages for local economies and the state. The current designated clusters include Life Sciences, Software Development and Information Technology, Aerospace, Defense and Homeland Security, Financial Services, Energy and Natural Resources, as well as "competitive accelerators" in areas that support those clusters. The board is exploring the value that can be created for rural businesses by tying them to these clusters.

"One of the best things we can do for one of our rural-based com-

panies is to integrate them into the broader network of businesses that make up these cluster areas," says Ed Meyer, former director of GOED's Rural Development Program.

"Often, these businesses are out there by themselves," says Prall. "By being able to connect with a broader network of businesses, they will be light years ahead of where they are currently."

One of the biggest impacts on rural economic development in Utah may be in the Energy and Natural Resources cluster. Located primarily in the eastern part of the state, Utah's oil shale reserves are some of the largest in the world. As energy prices rise, these reserves are becoming economically feasible for development. Because of the size and nature of these resources, the governor's office has created a department specifically to work with this issue.

State officials over Utah's rural communities must also consider the coordination of public lands use when contemplating economic development. Tourism is one of the state's key industries for income, and a great deal of boating, hiking, biking and camping in Utah takes place on public lands. Other industries such as mining and agriculture also rely on the use of public lands. "Being able to make a living in those rural communities often depends on how you can get along with the Bu-

reau of Land Management, the Forest Service or the National Parks," says McKeachnie "One of the things that the new administration has done is to create the Public Land Policy Coordinating Office to deal on behalf of the state with those federal land agencies, so that the state is speaking with one voice."

SMALL TOWNS, BIG ISSUES

Rural companies also worry about availability of health insurance for both employees and employers. The cost of health insurance can be a significant block to economic growth in rural areas. Rural companies often have fewer employees, which often makes group health insurance plans prohibitively expensive for them. Smaller companies that are trying to grow and need additional employees are put at a significant disadvantage when they are unable to offer health insurance benefits.

Another major issue that the state's rural companies confront is the use of technologies for delivering services to remote customers. Meyer gave the example of an entrepreneur in Boulder, Utah who has to make a three-hour drive if he wants to visit the closest Small Business Development Center, located in Cedar City. "We are working with our rural entrepreneurs to find solutions to the health care conundrum, the use of technology, and other major concerns," says Meyer. "There are a lot of resources out there to support rural entrepreneurs, and the way they are delivered can be improved so that they are more accessible. For example, Web-based conferencing is a good example of one such technology."

With more people choosing to live in rural regions, the state is focusing resources that will help stimulate economic development. Not only do rural areas provide quality of life, but they are rich in resources that benefit the entire state. Those who work in GOED and entrepreneurs in rural Utah recognize this and are working together to take the steps necessary to foster positive results.



"Often, these businesses are out there by themselves. By being able to connect with a broader network of businesses, they will be light years ahead of where they are currently."

Les Prall
rural development team, GOED

"It may not be sexy, but if we can raise the educational level of the average citizen in rural Utah, that will translate into more entrepreneurs, more startup companies and higher-paying jobs. These all come as a result of a better educated populace."

Gayle McKeachnie
rural affairs coordinator, GOED



REASON SEVEN

By Jenie Skoy

Utah's Moving Billboard The State's Film Industry



ONE OF THE BIGGEST STARS in Hollywood is the face of Utah. Moviegoers have seen it in many films. Producers make commercials under Delicate Arch and shoot action films about speed-breaking cars racing over the Bonneville Salt Flats. Sci-fi flicks don't quite have the proper feel unless they are set against one of the state's other-worldly landscapes, such as the Martian-like Goblin Valley. You may have watched Thelma and Louise drive off a cliff called Fossil Point in Southern Utah's desert; or Tom Cruise hanging precariously off another cliff in Dead Horse Point in the opening scene of "Mission Impossible 2."

More than 600 films and TV movies have been made in Utah, from "Stagecoach," made in the 1920s, to more recent films like "Butch Cassidy and the Sundance Kid" and "Dumb and Dumber." Utah has also been a backdrop for various television series including "Touched By An Angel" and the more recent "Everwood." But besides choosing Utah because of the state's unique landscape, many filmmakers come here because of the state's historic commitment to the art of film.

SUNDANCE INSTITUTE

Perhaps the best known catalyst in Utah's film industry is the Sundance Film Festival. This annual affair has branded Utah as one of the most sophisticated and progressive film venues in the world. The Festival, which will celebrate its 25-year anniversary next year, was started in 1981 by Robert Redford as a means of supporting independent artists who didn't have access to the venues or resources to make and market independent films. According to Sundance.org, "under [Redford's] leadership Sundance continues to invigorate American cinema and theatre by providing an inspiring and supportive setting for creative dialogue among emerging and experienced artists."

But there is much more to Sundance than the Sundance Film Festival; the Sundance Institute, the festival's parent group, offers workshops and men-

toring for emerging and established screenwriters and directors, filmmakers, writers, playwrights, actors and composers. Sundance also offers a program that supports new work by both emerging and established Native American writers, directors and producers. The Sundance Institute has supported thousands of artists through artistic development programs and by showcasing the work of filmmakers at the Sundance Film Festival.

Other programs the Institute offers are: the annual Independent Producers Conference, which focuses on the business of making an independent film; the Film Music Program, which connects filmmakers with talented emerging composers; and a play development program called the Theater Laboratory that helps writers turn their scripts into large-scale plays. The institute also offers the Documentary Film Program to support nonfiction filmmakers and has turned out such notable films as "Hoop Dreams," "Smoke Signals" and "Boys Don't Cry."

A STATE AFFAIR

The Utah Film Commission, a division of the Governor's Office of Economic Development (GOED), is charged with helping brand Utah as a great spot for filmmakers to produce movies. The Commission provides a variety of resources to filmmakers, from initial scouting and pre-production to photography and post-production.

The Utah Legislature has helped this effort by passing several bills as incentives for filmmakers to choose to film in the state. In July 2005, Gov. Jon M. Huntsman signed House Bill 17, which provided \$1 million during the 2006 fiscal year to pay back a percentage of the production costs of movies filmed in the state. Because of the bill, films produced here will see a 10 percent return on their money spent in Utah.

Another piece of legislation, Senate Bill 190, allows film, television and video production to take a sales tax exemption at the point of sale on machinery and equipment. And producers who film in the state and occupy a public accommodation for 30 con-



secutive days can take advantage of a transient room tax rebate—up to three percent added to sales tax is refundable.

The crew of “The World’s Fastest Indian,” a film starring Anthony Hopkins, took advantage of some of these savings. Initially the show was going to film in Utah for only seven days, but because of the incentives and the diversity of the landscape—Utah could double for both LA and New Zealand—they decided to stay 37 days instead. The film is the real-life story of Burt Munro, a New Zealand native who builds a motorcycle and sets the land-speed world record at Utah’s Bonneville Salt Flats in the 1970s. Ninety-five percent of the film was filmed in the state.

At one point, Utah was one of the top five states for the number of films produced here, says Aaron Syrett, executive director of the Utah Film Commission. Syrett believes Utah’s new legislation will influence even more producers to keep their eyes on Utah.

Syrett points to the infrastructure in Utah—the talent, crews and loca-

tion—as reasons why producers like to film in the state. “There’s a strong work ethic here; our crews are known around the nation and around the world as hard workers who know their craft,” he says.

The film industry in Utah has proven to be good for the economy and provides many meaningful jobs, from camera operators for a TV series to extras on the set to graphic artists that create animations for a Pixar film. “The industry generates clean jobs. It showcases the state on the screen, and the salaries are good enough to make the employees prospective homebuyers,” says Leigh von der Esch, director of the Utah Office of Tourism. To assist filmmakers, the Film Commission custom builds production packages to fit individual needs for locations, talent, crews and technical expertise. Producers can access options at www.film.utah.gov and create a sample package online.

A healthy climate for filming has a ripple effect on tourism in the state. For instance, when people see

the hoodoos in the movie “Galaxy Quest,” they soon realize the location is Utah’s Goblin Valley and want to visit. Von der Esch was eager to point out the way film increases tourism in the state. “There’s no billboard as big as a movie,” she says.

HALESTORM ENTERTAINMENT

Soon, Utah will boast about another filmmaking incentive. Orem-based Halestorm Entertainment’s Apex Development is building a 42,000-square-foot state-of-the-art sound studio in Orem that the company will rent out to filmmakers. The studio was completed in December 2005. “There are so many films that come through town that don’t have a place to hang their hat,” says Dave Hunter, one of Halestorm’s founders. “We will have a full-blown facility and we will be the only game in town.”

Halestorm Entertainment has carved a unique niche in Utah’s film industry. The company makes movies that play off themes of Utah’s Mormon culture. In fact, Utah County is becoming a film hot spot and has even

“There’s no billboard as big as a movie. The industry generates clean jobs. It showcases the state on the screen, and the salaries are good enough to make the employees prospective homebuyers.”

Leigh von der Esch
director of the Utah Office
of Tourism.

been coined “Mollywood,” a play on the term “Molly Mormon” (Molly is often used to represent the archetypal pure Mormon girl). After graduating from the Brigham Young University Film School, Hunter and friend Kurt Hale started Halestorm Entertainment in 2001. They’ve made more than \$10 million off films such as “The Singles Ward” and “The RM” that spoof elements of Mormon culture.

Utah County has derived additional cache from the work of Richard Dutcher (the “God’s Army” films and other incisive dramas), the “Work and the Glory” films, Ryan Little’s multiple-award-winning “Saints and Soldiers,” and the “Napoleon Dynamite” phenomenon created by Jared and Jerusha Hess.

SPY HOP: SUPPORTING YOUNG FILMMAKERS

The entrepreneurial spirit runs strong in Utah among filmmakers, including among young people. Not many 19-year-olds get to watch their creative scribbling morph into a feature film on the big screen. But for Willie Kent and his friends at Spy Hop Productions, their simple script dramatiz-

ing one man’s midlife crisis has been transformed into “The Race to Outrun,” a film that debuted at the Broadway Center Theatre in Salt Lake City on November 2, 2005. Kent is a recent high school grad lucky enough to be accepted into Spy Hop, a community film program for young people in Salt Lake.

“We got to film on location in a train,” says Kent. The young crew members first tried to film while the train was moving, but it was too noisy. Instead, they created a “light gag,” a wooden contraption with slats that the crew ran light through to give viewers the impression of a moving train.

Spy Hop has its hands in all sorts of projects, like partnering with Sundance on the Reel Stories program, a four-week intensive program that helps about a dozen kids learn how to make a documentary. Nearly 100 kids participate in Spy Hop’s after-school programs throughout the year. Ten local youth get to participate in Spy Hop fulltime. They spend the first five months writing and refining their scripts. They then create a portfolio outlining how they will make the film, complete with a script, a sto-

ryboard, crew and production budget. Then their ideas are auctioned off at an event called Pitch-nic (the brainchild of Spy Hop director Rick Wray.) At the Pitch-nic, the students show off their portfolios and try to win capital to make a film. Local film enthusiasts, business people and philanthropists are invited. Last year Spy Hop made \$55,000 to divide between four films.

Jeremy Nielsen, the film and video director of the program, offered his technical know-how as one of Kent’s mentors. Nielsen worked on Movies of the Week, shows such as “Invasion of the Killer Bee Nightmare,” and has made a few of his own films, including “Twice Today” (winner of the North Carolina film festival). He has also taught art and geography at a youth prison.

“Our job is to empower youth; if the movie turns out good, that’s an added bonus,” says Nielson.

With its unparalleled photogenic topography, its mix of veterans young and old and a rising new generation of film makers, Utah is positioned to light up the silver screen for generations to come.



“There’s a strong work ethic here; our crews are known around the nation and around the world as hard workers who know their craft.”

Aaron Syrett
executive director of the Utah Film Commission



SPY HOP

REASON EIGHT

By Brian Staker

The Exhilarating Life Utah Travel & Tourism



Ron Brown

GREAT SALT LAKE SHORELANDS PRESERVE VISITOR CENTER

EXPLORERS, ADVENTURERS AND WANDERERS have long been attracted by the incredible diversity of Utah's natural beauty. The first time Major John Wesley Powell encountered Zion National Park he exclaimed, "To describe it would be a task equal in magnitude to that of describing the stars of the heavens." Over a century later, Edward Abbey said, "For the first time, I felt I was getting close to the West of my deepest imaginings, the place where the tangible and the mythical became the same." Such is the spellbinding power of Utah's geology, recreation and natural beauty.

Utah captivates the knowing traveler with glens and gorges, deeply etched sandstone and soaring peaks, dense forests, lush river valleys and dramatic plateaus. With 42 state parks, six national forests, seven national monuments, five national parks, 13 ski areas, hundreds of lakes and streams, and countless other natural and recreational attractions, Utah has every imaginable form of scenic showpiece.

DID SOMEONE SAY 'FAT TIRE?'

To a lot of people, the once-obscure town of Moab is virtually synonymous with mountain biking. This southeastern biking mecca has been attracting hundreds of thousands of enthusiastic off-road riders since the early '80s. Popular because of its unique red rock landscape, challenging trails and intense dedication to the sport, Moab has rides for everyone—from the seasoned veteran to the uninitiated enthusiast. It even has its own Fat Tire Festival each October.

"When you compare Utah with other states, we lead the nation in out-of-state cycling visitors each year," says Rod Oelerich, publisher of *Outdoor Utah*, an annual travel guide distributed in the Western states. "Utah has become a cycling destination that has something for everyone."

Moab isn't dedicated solely to the fat tire variety of cycling; each March the town hosts its own Skinny Tire Festival—an event that features large

group tours along the Colorado River, climbs through Dead Horse Point State Park and a tour through Arches National Park.

In the summer, hundreds of miles of trails in Utah's Wasatch Mountains are only minutes from towns along the Wasatch Front. Biking, hiking and camping are available in Millcreek, Big Cottonwood, Emigration, Little Cottonwood and American Fork Canyons, and a score of other canyons from Brigham City to Payson.

One of the more unsung but popular cycling arenas is the winter haven Park City. Known predominately for its world-class skiing, the former mining-town-turned-chic-mountain village has recently transformed its resort terrain into a series of interconnecting mountain bike trails that would take a month of Sundays to navigate. The transformation is a testament to a small group of intrepid local bikers and illustrates how important Utah's outdoors is to its people. Other bike trails have been developed in many of the state's skiing areas, allowing the resorts to

make use of the mountain side year round.

And it's not just for locals anymore: the 2006 USA Cycling National Mountain Bike Series will hold stages in Deer Valley and Brian Head.

HOOFING ABOUT

Early Utah settlers had to make their way across the vast expanses of the state largely by foot. And the words "Utah" and "Uinta" are said to come from a Ute Indian word meaning "people of the mountains." Popular lore aside, the phrase makes sense when you look around the state. And when it comes to hiking, resolute foot soldiers will find Utah offers an astonishing array of trails and terrain.

Running east to west from the eastern edge of the state to Slat Lake, the Uinta Mountains are remarkable because of their height (the area above timberline exceeds that of any other mountain range in the lower 48), with trails rarely dipping below the 9,000-foot mark. Routes in the Uintas can range from two-to-three-mile jaunts to 60+-mile treks along

the ridge tops of this backpacker's paradise.

"To many, the Wasatch Range is synonymous with Utah's famous powder skiing," says Oelerich. "But when winter snow recedes, the range becomes the most visited hiking destination in the state."

For those who live along the Wasatch Front, it's almost too easy to access trails with breathtaking terrain virtually right outside their backdoors. One of the most popular scenic trails is found around Mount Timpanogos, which overlooks Utah and Salt Lake counties. Towering peaks, an emerald lake, a lingering glacier, alpine meadows and waterfalls along the route make this an Eden to photographers and hikers.

If you are questing for something besides Alpine scenery, then traverse a little farther south to the Colorado Plateau—Utah's most famous geological province. Massive sandstone formations draw millions of visitors yearly and house all five of Utah's national parks: Zion, Bryce, Capitol Reef, Canyonlands and Arches.

"Thousands of miles of formal

and informal trails exist in the twisting red rock of Southern Utah," says Oelerich. "Add the San Rafael Swell and the Grand Staircase National Monument to the mix of national parks, and you've got an outdoor playground that puts entire countries to shame."

Calf Creek and Coyote Gulch have long been considered gems of the Grand Staircase-Escalante. However, with a little exploring and a good guidebook, you'll find hundreds of other hikes in the Plateau region featuring brilliant waterfalls, Indian pictographs and sandstone arches.

ENJOY THE LAKE EFFECT

"That we have the greatest snow on earth is scientifically proven," maintains Leigh von der Esch, director of the Utah Office of Tourism. "The unique chemistry and meteorological conditions of our area make for the white, fluffy stuff skiers and snowboarders crave and travel from around the world to experience."

"Ski magazine named Deer Valley the number one resort in the country,

and *Skiing* magazine tagged Snowbird and Alta as the best one-two resort combination in the U.S. for the fourth year in a row," adds Kim McClelland, chair of the Utah Board of Tourism Development. "You know with some of the competition out there that we have something really remarkable."

Long after the Olympic torch from the 2002 Winter Games has faded, Utah has capitalized on the Olympic venues—Soldier Hollow, the Olympic Skating Oval and the Utah Olympic Park—to entice outside visitors and provide training grounds for competitive athletes and a great resource for our community.



"When you compare Utah with other states, we lead the nation in out-of-state cycling visitors each year. Utah has become a cycling destination that has something for everyone."

Rod Oelerich
publisher of *Outdoor Utah*

You could find similar activities elsewhere, but from major metropolitan centers it would take hours instead of minutes to arrive there. "The accessibility of all these activities is what makes Utah stand out," maintains von der Esch.

WATER RECREATION

Skiing, hiking and biking often get all the attention when it comes to Utah's outdoor recreation, but there's potential for every kind of recreation in the Beehive State.

If you yearn to put down stakes, Utah has hundreds of public campgrounds scattered from St. George to Logan. The Uinta and Boulder mountains alone have more than 2,000 lakes and streams to fish and more than enough campgrounds to accommodate travelers.

Visitors from around the country travel to blue-ribbon trout streams: the Green and Provo Rivers. And if fly angling doesn't float your boat, you can float your own for walleye at Lake Powell and trout at Strawberry Reservoir, just for starters.

River rats have long revered the

muscular Colorado as one of the premier places to float a rubber raft. Dozens of guide services take various trips down the Colorado every summer, as well as shorter trips on the Green, San Juan or the Yampa rivers. You can also find world-class kayaking throughout the state.

If you'd rather ski on water than snow, Utah has one of the greatest destinations in the world—Lake Powell. Created by the Glen Canyon Dam, Lake Powell boasts glisteningly clear waterskiing conditions in a setting of classic crimson cliffs. With thousands of miles of shoreline and hundreds of tight, secluded canyons, Lake Powell provides unparalleled solitude and skiing.

GETTING OUT

Access to superb climbing has recently put Utah on the outdoor recreation map as well. With classic granite climbs in Little Cottonwood Canyon, unique rock formations in Maples Canyon, a range of routes in Logan Canyon and the imposing multi-day routes in Moab and Zion National Park, Utah's terrain is as varied and

challenging as any you'll find.

Even more recreational opportunities open up when you look beyond those that most immediately come to mind. The Great Salt Lake Shorelands Preserve Visitor Center at Farmington Bay, about 30 minutes north of downtown Salt Lake City, is an excellent site for bird watching. Utah has some of the most reasonable greens fees and more first class golf courses than you can shake your putter at.

You could take an entire day exploring the natural wonders of Antelope Island in the Great Salt Lake, the largest inland salt water lake in North America. Elsewhere, Dinosaur National Monument in Vernal offers its fossil record for those in search of natural history.

For being so easy on the eyes, perhaps the most surprising thing about Utah is that it is far more than meets the eye once you dig deeper. You can take virtually any of the state's highways and byways and encounter nature's bounty. "Whether on the road less traveled or the well-paved path, it's all there waiting for you," says von der Esch.



SNOWBIRD



DEER VALLEY AND HISTORIC MAIN STREET IN PARK CITY.

Ski magazine named Deer Valley the number one resort in the country, and *Skiing* magazine tagged Snowbird and Alta as the best one-two resort combination in the U.S. for the fourth year in a row. You know with some of the competition out there that we have something really remarkable.

Kim McClelland
Utah Board of Tourism
Development



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REASON NINE

By Jeff Vanek

International Business Utah's Global Connection



IN THE 1800s, Utah became known as the “Crossroads of the West.” It earned this title because of its central location to the rest of the western United States and the many travel routes to other parts of the country that crossed through the state. Not far north of Salt Lake City, at Promontory Point, the first transcontinental railroad was completed. With a ceremonial driving in of a golden spike to complete the final link, the eastern and western United States were joined together with the most state-of-the-art transportation.

To this day, the latest technologies are still found in Utah, and primary metals such as gold remain an important part of its economy. Utah remains the “Crossroads of the West,” but now its reach extends worldwide.

A GLOBAL PLAYER

As host of the 2002 Winter Olympics, Utah proved that it is a world-class destination with much to offer. The Salt Lake International Airport, which serves as a hub for Delta Air Lines, makes access to the world convenient for those who choose Utah as a business partner or as a destination spot.

One of the greatest assets the state has to offer is the language abilities and foreign experiences of its young, highly-educated population. The median age in Utah is 28 years, and 90 percent of the population are high school graduates or hold a higher degree. A very large number of those who live in Utah, from the poorest college student to Gov. Jon Huntsman Jr., speak a second language fluently.

Along with being fluent in Mandarin Chinese, Huntsman has also served as the United States Ambassador to Singapore. From the island nations of the South Pacific, to the countries of Europe, Asia, South American and Africa, there are people in Utah who have lived in, and are fluent in, the languages of those countries.

Huntsman was also deputy assistant secretary of commerce for trade

development and deputy assistant secretary of commerce for East Asian and Pacific Affairs under President George H. W. Bush. Owing in part to the governor's experience and his fluency in Mandarin, Asia is one region of the world that Utah is targeting for increased trade and cultural opportunities. In fact, several countries in this region, including Japan, Singapore, China and the Philippines, have ranked in the top 10 countries for Utah exports. According to the U.S. Department of Commerce, computers and electronics are Utah's largest export to China. China also makes large purchases of food, scrap metal and chemicals from Utah.

“The governor's experience is a unique asset,” says Chris Roybal, senior advisor for economic development in the governor's office. “Our language capabilities are a unique asset. Our geographic location centered in the western United States is a unique asset. The age of our labor pool is a unique asset. The academic institutions Utah has, and their stra-

tegic focus, are all very compelling reasons why there are so many great opportunities in Utah.”

PARTNERS IN TRADE

Canada tops the list of Utah's foreign trading partners. Stan Rees, director of the Salt Lake Export Assistance Center of the U.S. Department of Commerce's Utah office, says, “Everything Utah companies sell in the U.S. they sell to Canada, from primary metals to transportation equipment to technology to nutritional supplements to biomedical equipment.” Rees points out that many Utah companies that sell to Canada can easily sell to other countries because they are already familiar with international trade settings where the paperwork and process is essentially the same. “Sometimes they forget they are exporting to a foreign country when they say they sell products in Canada because of the similarities of our two countries, but they are,” Rees says. “If they can export to Canada, they already know how to export to other markets. We have

a lot of innovation in Utah—great ideas, great products and innovative people. As their companies grow, the natural thing is to go international."

According to data from the U.S. Department of Commerce, Utah's top exports come from several thriving sectors, including primary metal manufacturers, computers and electronics, transportation equipment, chemical manufacturers, processed foods, machinery and mining. Top export markets are to Canada, Switzerland, the United Kingdom, Japan, Germany, Singapore, China, Mexico, Philippines and the Netherlands.

With its Consulate General Office located in Salt Lake City, Mexico stands as another important trading partner with Utah. Given Utah's proximity to Mexico, the Huntsman administration has made it a priority to strengthen trade and cultural and educational relationships with the nation's neighbor to the south. In the past year, Huntsman personally visited Mexico president Vicente Fox for the purpose of strengthening economic ties.

GLOBAL EDUCATION

At all levels of education, Utah is aggressively expanding how it does business with the world. The Utah office of the U.S. Department of Commerce will soon be located at the International Business Center being developed by Salt Lake Community College. This relationship will help the center accomplish two of its primary goals. The first is to export training and development to those who want to do business in Utah. The second is to bring together Utah entrepreneurs who wish to do business internationally.

The college has already successfully worked with citizens in a city in Iraq to help it develop a business innovation center of its own. "They were thrilled with our model for integration of education into the business community for economic development," says Karen Gunn. Gunn, who serves as division chair of the business and employer outreach program for Salt Lake Community College, said the college is also involved in a second similar project in the Ukraine.

WORLD TRADE CENTER

Another significant effort underway in Utah is the development of a World Trade Center, which will act as a hub for international activity in the state. This private/public effort is being supported by key players in Utah's educational, business, financial, services and governmental sectors.

"Utah has expertise in the health sciences and information technology," says Jack Sunderlage, CEO of ContentWatch and chair of the World Trade Center Initiative and the Utah Information Technology Association. "The World Trade Center is an opportunity to expand international activity in these areas." Sunderlage emphasizes the great networking advantage that a World Trade Center brings when it comes to entering or expanding new international markets: "China is a high growth market opportunity. There are currently five Trade Centers in China, and they will be building forty more. This is a way to be a player there; it gives Utah an inside opportunity that would otherwise be a more difficult task."

Lane Beattie, president of the Salt Lake Chamber of Commerce, also supports the Trade Center Initiative and notes the effect the Olympics had on Utah's international image. "The world shrunk for many Utah businesses," he says. "It opened a lot of people's eyes to possibilities. They went from saying, 'How do we do that?' to 'Wow! We can do that!' when it came to international business." Beattie points out that Utah currently exports many agricultural products, besides high technology, and the trade center would be a resource to all businesses in Utah. It would also be a resource for those who want to come to Utah to do business.

A WELCOME MAT FOR GLOBAL BUSINESS

Beyond focusing on Utah's main exports, the State is also putting out the welcome mat to the rest of the world. Utah offers "ease, convenience and variety," says Leigh von ver Esch, director of the Utah Office of Tourism. "If you look at the advertising for many of the other states, it mentions their uniqueness, their diversity. Utah has all of that in spades, but we



also have the ease of getting there. Good heavens, you can be on the ski slopes in Utah before you can even get your luggage off the carousel in many airports. You can leave New York City at seven in the morning and be on the Utah slopes by noon local time. People like to brag about what they did on their vacation here, that it was unbelievable. You can have that kind of vacation in Utah."

Besides several premier ski resorts located less than forty minutes from the airport, Utah has the nation's greatest concentration of national parks in the southern part of the state. Additionally, there are 41 heritage, scenic and recreational state parks in Utah, each offering a unique beauty and a wide variety of summer and winter recreational opportunities.

When it comes to international business, Utah is an extraordinary destination. Whether it is a company looking for international markets, or an international company looking to enter the U.S. market, Utah has the elements necessary for success.

"The governor's experience is a unique asset. Our language capabilities are a unique asset. Our geographic location centered in the western United States is a unique asset. The age of our labor pool is a unique asset. The academic institutions Utah has, and their strategic focus, are all very compelling reasons why there are so many great opportunities in Utah."

Chris Roybal
senior advisor for
economic development
in the governor's office

REASON TEN

By Paul Rawlins

Utah's Fine Arts, Culture and Cuisine Quenching Every Appetite

WHEN MORMON PIONEERS TREKKED TO UTAH 150 years ago, they brought with them a brass band and a penchant for dancing. Within a few years they had established the Deseret Musical and Dramatic Association and built the Social Hall, which some have called "the first Little Theater in America." And as for food—it has come a long way.

The pioneers' strong legacy, combined with the contributions of numerous subsequent "cultural pioneers," has left Utah an oasis, with arts, culture and a growing taste for fine dining that you won't find just anywhere.

For the past 20 years, the "gallery stroll" has been boosting a burgeoning local art scene, which gallery representatives agree is now long on talent. On the third Friday of each month (the first Friday in December) some 25 of Salt Lake's galleries stay open late and invite the public in to "be part of art." The art ranges from the contemporary offerings at the Phillips Gallery to the tousled warmth of the Magpie's Nest in the Avenues to the more urban groove of Art Space, a block of warehouse space refitted as workshops and studios (see <http://ourcommunityconnection.com/slga.html> for more information).

Utah has also become an "exporter" of the arts in the last half century. The Utah Symphony recently returned from a European tour, where one reviewer asked, "What took you so long to get back to us?" The Utah Symphony is one of only 18 "52-week-a-year" symphonies in the country, and Musical Director Keith Lockhart, who divides his conducting duties with the Boston Pops, and renowned guest conductors lead the symphony through a startling array of concerts over the course of a season. October alone had pieces ranging from Dvorak to "Beatlemania," Brahms and Bolero. Fiddler Natalie Mac Master will visit in April. The symphony is courting the younger crowd with its new "Vivace" program, turning nights at the symphony into social events, complete with mingles during intermission and post-performance parties.



The Symphony's home is Abravanel Hall, a venue the Wall Street Journal called "one of the country's most beautiful halls" and *Time* once cited as edging out Carnegie Hall. Since the 2002 Winter Olympics, the lobby has housed a spectacular 27-foot Chihuly glass exhibit. In the summer months, the Symphony takes the music to the people with outdoor performances in cool mountain settings such as Sundance and Deer Valley.

The Symphony also accompanies the Utah Opera (which one wag recently called "the Met of the West"). The Opera's 2006 season will open with "Romeo and Juliet" and include "La Rondine" and the "Magic Flute." Anne Ewers, CEO of the Utah Symphony and Opera, sees the opera as a tantalizing mix of the musical and the visually lush for a culture used to having their eyes wowed. The Utah Opera enjoyed a 15 percent increase in ticket sales last year with the Utah Festival Opera appearing for five weeks each summer in Logan; the Utah Lyric Opera Ensemble; and the Utah Light Opera

Company, which was formed just this year to offer a stage for local talent and "vocally demanding musical theater," the opera scene in other areas continues to grow.

"We are fortunate to have a community that loves the performing arts," Ewers says. Those feelings are echoed by Joan Woodbury, one of the founders of the acclaimed Ririe-Woodbury Dance Company. "We're part of an incredible arts legacy," she says. "Being in Utah has enabled us to stay alive this long," which, for Ririe-Woodbury means going on 42 years and performing to acclaim on four continents. This season will include five world premiers, a local blues band, and a show, Mama Eddy's Right-On Boardinghouse, which both parents and children should love.

With its world-class reputation, Utah's Repertory Dance Theatre has become a combination national treasure trove and shrine to contemporary modern dance. Its season includes a retrospective, "Time Capsule: A Century of Dance" and a set of new works in collaboration with



the Springville Museum of Art called "Postcards from Utah," plus the ever-popular "Ring Around the Rose" events for children on Saturday mornings. The dance theatre's home, Salt Lake's new Rose Wagner Performing Arts Center, is another testament to Utah's love of the arts. Its three public theaters will host some 400 events this year, and space is already being booked into 2007.

Another unique arts venue in downtown Salt Lake is the Cathedral of the Madeleine, which hosts the Eccles Organ Festival during the fall, the Madeleine Festival of the Arts and Humanities for seven weeks during the spring, and the Cathedral Concert Series, which runs from November to May. The Cathedral is also home and often stage to the students at the Cathedral Choir School, the only Catholic cathedral choir school in the United States. (If you've got connections, you may be able to land a ticket for the Madeleine's Christmas Carol Service—though you may have to settle for standing.)

One of Utah's longest-standing

tributes to the arts is the Mormon Tabernacle Choir. The choir's roots can be said to go back to 1847, when the pioneers assembled their first choir 29 days after arriving in Salt Lake Valley. Since then the choir has grown in popularity and prestige, singing for 10 presidents of the United States, winning an Emmy and a Grammy, achieving gold and platinum status on numerous albums and touring the world multiple times. One of the best ways to enjoy music in Utah is to attend one of the choir's public rehearsals, which are held Thursday nights, or the choir's Sunday morning broadcast of their renowned television and radio program "Music and the Spoken Word."

If your tastes run a bit more contemporary, catch Jazz at the Sheraton on a Monday night, which will bring Chick Corea, Bill Mays, The Yellowjackets, Stacey Kent and others to downtown Salt Lake City for evenings that range from smoking to sultry.

You'll also find a plethora of "concerts in the park" ("concerts by the creek," "twilight concerts") and the

"brown bag" lunch-time series in the summers; and university, college and local symphonies, orchestras, bands, ensembles and choirs pitching in to feed Utah's toe-tapping appetite for all things musical.

ALL OF UTAH IS A STAGE

You can't catch a melodrama at the Social Hall anymore, but you could opt for "Humble Boy" by Pioneer Theatre Company, Utah's resident professional theater. The company's season offers shows ranging from Mary Zimmerman's "Metamorphoses" to the crowd favorite "Beauty and the Beast." If you like your stagecraft a little more edgy, check out something at the Salt Lake Acting Company, which, SLAC's Valerie Kittle says, is featuring "the best collection of new writers we've had in one season." SLAC's relationships with playwrights across the country set the company apart, according to Kittle, giving it a "better feel for the pulse" of top contemporary writing.

For a taste of Broadway, you'll find national touring companies



In the summer months, the stage-struck troop to Cedar City for the Tony Award-winning Utah Shakespearean Festival. The festival has now added a fall season that extends into October.

making the rounds at Salt Lake's historic Capitol Theater, which traces its history back to vaudeville. Plan B Theater and the Babcock in Salt Lake, Egyptian Theatre in Park City, the popular Hale Theaters and other local companies, productions, and playhouses offer no shortage of community productions up and down the state.

January in Utah, of course, means Sundance. Or Slamdance. Or SlamDunk, Nodance, Disidance, or any one of the festival's lesser-known spin-offs. January is film, pretty much all month, as visitors trekking to Park City to watch the stars come up.

But "Sundance" isn't the only dance in town during the winter. The Capitol Theatre is also home to Utah's much-lauded Ballet West. The upcoming season features a mix of the new and the traditional—including popular and Thalia Prize-winning "Swan Lake" and the 50th anniversary presentation of "The Nutcracker." The first ballet department in an American university was established at the University of Utah, and in that tradition, Ballet West continues with the Ballet West Academy, which offers instruction for students ages 8 to 18.

Of course, in the summer months, the stage-struck troop to Cedar City for the Tony Award-winning Utah Shakespearean Festival. The festival has now added a fall season that extends into October. The Neil Simon Festival has made its home in Cedar City as well, with a season running July through August. Also at the southern end of the state, St. George boasts one of the most unique outdoor settings for theater anywhere at Tuacahn, where the stage is surrounded by the red rocks of the desert and productions have the option of featuring a rushing stream or waterfall.

THE TASTE OF TOWN

Utah adopted the sego lily as the state flower after early pioneers depended on its edible bulbs to see them through hungry early winters. Now, settlers face the more pleasant—though still difficult—choice of what to eat and where. For downtown chic, it's tough to beat the Metropolitan or the New Yorker club. If you're feeling a little more adventuresome,

you might try Bambara at the "pet-friendly" Hotel Monaco. Reviews say cooking at Bambara is "synonymous with excitement," with dishes such as sea bass with chipotle sauce. You'll find sumptuous Italian at Cucina Toscana or Fresco, Continental and canyon ambiance at Log Haven, or tasty tapas at a high-backed booth in a former bank transformed into the chic Martine (frog legs in red pepper sauce anyone?).

Much of Utah is desert, but you wouldn't know it from the seafood. The Market Street restaurants are local favorites (the clam chowder has become iconic). You can find great sushi in many of the state's cities.

The state's not dry, either. Brew pubs such as Squatters, Red Rock (for tea-totalers, try a house cream soda and a trout sandwich if it's on the ever-rotating menu), and Moab Brewery feature "home" brews such as "St. Provo Girl" or "Dead Horse Ale," as well as tasty pub fare.

Outside of downtown Salt Lake, but certainly not off the beaten path, is Tuscany, where you'll feel right at home—home being a warm Tuscan villa surrounded by trees that Zagat rates as "Extraordinary." Here, you'll find Italian food like Mama used to make—if Mama marinated double-cut pork chops in a maple sugar and molasses brine for two days to create what can rightly be called a confection al carne, or wrapped halibut in Napa cabbage and served it in a cider-fennel broth. The pasta is homemade, and the wine list is one of the most outstanding in the world, according to *Wine Spectator*. Top off your meal with a generous slab of the famous 7'4" chocolate cake (a nod to owner and former basketball star Mark Eaton).

Park City is a Utah in miniature with its own galleries, theater and some of the best cuisine in the state. Check out one of Bill White's trio of hot spots: Grappa, Chimayo, or for a real treat, Wahso (think 1930s Shanghai). Or maybe enjoy a bowl of butternut squash soup garnished with curried apples while you watch the snow come down outside the streetfront window at Bistro 412.

If you're one who likes to shuck the suit and tie and grub with the locals, head west to Salt Lake's Red



Iguana, home of "killer Mexican food." There's only one word you need to know about the Ig: mole. Or grab some sushi at the funky Ginza: green neon, great fish.

For help with your dining choices, *Salt Lake* magazine's Dining Guide (you can find it online at www.saltlakemagazine.com) reviews 260 restaurants throughout the state, complete with hours, address and phone, pricing and fare favorites.

Similarly exceptional dining experiences can be found in St. George, Springdale, Torrey, Boulder, Marysville and other nooks and crannies throughout the state.

No matter what your preferences are, you can find the perfect dining environment to complement your choice of Utah's many art and culture experiences. Whether you're in the mood for an outdoor performance in St. George topped off with a stop at Moab Brewery or an evening of the Utah Symphony followed by fine Italian cuisine in downtown Salt Lake City, Utah's art, culture and dining options are simply extraordinary.

Whether you're in the mood for an outdoor performance in St. George topped off with a stop at Moab Brewery or an evening of the Utah Symphony followed by fine Italian cuisine in downtown Salt Lake City, Utah's art, culture and dining options are simply extraordinary.



Regional Focus

ZION NATIONAL PARK

WASATCH FRONT

By Janine S. Creager

Business at the Crossroads

With so many prime locations to choose from throughout the United States, why would any company want to set up shop along Utah's Wasatch Front? That's the question that Jeff Edwards, president and CEO of the Economic Development Corporation of Utah (EDCUTAH), has explored and researched. And he knows just the answer.

"We work with national site consultants looking in multiple states" he says. "The three reasons companies come to Utah are: first, the excellence of the workforce and labor; second, the state's geographic location; and third, the quality of life that is found here." Along the Wasatch Front, and in the counties of Salt Lake, Tooele, Davis, Weber and Morgan, companies will find the human and temporal resources necessary to meet their requirements now and in the future.

WORKFORCE AT ITS BEST

"Labor is far and away the number one issue," explains Edwards. "If a company is looking to build a new facility or an expansion, the biggest investment it will make is in labor."

In the pursuit of finding the best place to establish or expand a business, companies need to know: What kind of workers are available in my industry and at what cost? Less tangible questions revolve around the quality of those workers: What is it like to hire people in Utah? Will they stay; are they loyal?

To all of these questions, Edwards responds, "The answers along the Wasatch front are favorable." Many states experience negative labor growth, he explains, but not Utah.

"Utah rates high as an educated and very young workforce," says Shawn Stinson, public relations manager for EDCUTAH. According to Forbes.com, the Salt Lake area ranked second in the nation for the best education in big cities, second in the nation for per capita spending on education, and fourth in the nation for the percentage of students completing high school.

FAST FACTS:

Counties: Salt Lake, Davis, Tooele, Weber, Morgan

Major Cities: Tooele (27,903), Ogden (78,293), Roy (35,308), Layton (66,310), Bountiful (42,700), Salt Lake (182,420), West Valley (115,237), Sandy (90,979)

Regional Civilian Labor Force: 762,411

Per Capita Income: \$23,239 (Salt Lake), \$20,664 (Tooele), \$22,601 (Weber), \$21,902 (Morgan), \$22,929 (Davis)

Major Employers: University of Utah, Intermountain Healthcare, Convergys, Dugway Proving Grounds, Teleperformance USA, AG and G Defense Materials, Weber State University, McKay Dee Hospital Center, Holnam Inc., Hill Air Force Base, Lifetime Products Inc., Smith's Food and Drug Stores

Average Sale Price of Homes, Third Quarter 2004:

Salt Lake \$228,653, Tooele \$145,676, Davis \$199,948, Weber 153,321



In the area of higher education, the Wasatch Front is home to two major universities—the University of Utah in Salt Lake County and Weber State University in Weber County—which contribute a wealth of knowledge and experience to the community. In addition to these major universities, the Wasatch Front also boasts several community and technical schools including the Salt Lake Community College and LDS Business College in Salt Lake County, and two applied technology colleges: one in Weber County and a second in Davis County.

In addition, Hill Air Force base, located on federally-owned land bordering Weber and Davis Counties, employs more than 23,000 people, including 13,000 civilians and almost 4,000 contractors. Hill is a prime example of the successful aerospace industry in Utah. These workers reside throughout the Wasatch Front, with many in nearby Morgan County, and are representative of the highly technical skills available throughout the area.

A strong educational and tech-

nical backbone combined with the nation's highest rate of adult volunteerism (Point of Light National Volunteer Center Network, 2004) make Wasatch Front workers prepared and committed to contributing toward the economic future of businesses across the state and the nation.

"There are benefits looking down the road," says Stinson. "Here along the Wasatch Front, we are replenishing our own workforce. Companies can be assured there will be a steady availability of employees years from now."

LOCATION, LOCATION, LOCATION

As in real estate, the geographic location of a business' headquarters or satellite office is of prime importance. "The Internet is great for business," says Edwards, "but it still matters where you are." With ever-increasing fuel costs, getting goods from the manufacture to the distributor and ultimately to the consumer can take a huge chunk out of the bottom line. That's where the Wasatch Front's well-deserved moniker comes into play.

"With interstate highways, rail lines and an international airport, the Wasatch Front really is the 'Crossroads of the West'," says Stinson. Being centrally located in the West is a significant financial asset. And while Denver is also centrally situated, shipping west across the Rocky Mountains from Colorado can prove to be very expensive. "Utah is a good place to bring goods in, and a good place to send goods from," says Edwards.

While these transportation advantages are a boon to Salt Lake City and Salt Lake County, they certainly are not limited to that area. Rail and interstate service through Morgan County, for example, offers easy access to Cheyenne, Wyoming and from there to all points east.

Tooele County to the west is a viable distributing alternative to businesses serving the Salt Lake valley where easy commuting and proximity to the airport make it an outstanding industrial area for manufacturing and distribution. And when it comes to workforce potential, the affordable home prices of Tooele County make it an ideal place from which to draw human resources.

"People living in Tooele County and commuting into Salt Lake would love to be able to stay in Tooele," says Edwards.

REST AND RELAXATION

When it comes to the health and well-being of employees, all work and no play can be stressful as well as costly. That's why the third factor in bringing business to the Wasatch Front centers on the benefits of recreation. Whether looking for spectator or

participatory sports, world-class cultural events or access to the natural surroundings from the mountains to the desert, you'll find it all along the Wasatch Front.

For fans of spectator sports, Salt Lake County is home to two professional teams: the NBA's Utah Jazz and Major League Soccer's Real Salt Lake. For those who prefer to get outdoors and work off stress, the mountain trails located just east of the capital city are ideal for a variety of activities through the entire year, including world-class skiing. And don't worry about having to take several days away from work to enjoy these activities. From walking to hiking and mountain biking, these trails are close and easily accessible from anywhere within the Salt Lake valley.

The success of the 2002 Winter Olympics alerted the world to the plethora of winter sports available in the area. Along with the well-known resorts like Alta and Snowbird, located in nearby Little Cottonwood canyon, an hour's drive north of the Salt Lake International Airport will offer three additional ski resorts in Weber County: Snowbasin, which was ranked as one of the nation's top 15 ski resorts in 2004 by Ski Magazine; Nordic Valley; and Powder Mountain.

"Ogden and Weber County are becoming big players in the ski industry," says Edwards. "The area is becoming a powerful recreational hub with plans for a gondola from the train depot in downtown Ogden to the campus of Weber State University, and a second line from the campus to the ski resort of Snowbasin."

Morgan County offers spectacular scenery, with the charm of a beau-



"With interstate highways, rail lines and an international airport, the Wasatch Front really is the 'Crossroads of the West'"

Shawn Stinson
public relations manager
for EDCUTAH

tiful mountain valley within minutes of Ogden and the area ski resorts. And if it's fun in the sun that you're looking for, East Canyon reservoir in Morgan County and Pineview Reservoir in Weber County are summer playgrounds for water-skiing, boating and other water-related activities.

If recreational opportunities along the Wasatch Front were found only in the mountain regions, there would still be plenty of variety. But that's not all this area has to offer. From the pristine mountain resorts to the east, it's not far to the desert on the west and variety of fun it has to offer.

Tooele County offers several locations known for speed throughout history, from numerous Pony Express sites of the 1800s to the internationally famous Bonneville Salt Flats and Speedway. In Davis County, visitors need only travel across a seven-mile paved causeway, to reach the Great Salt Lake Antelope Island State Park, a 28,000-acre desert island paradise, home to antelope and bison, flocks of pelicans, spectacular sunsets and miles of biking trails.

From the beauty of nature to the heart of the arts, the Wasatch Front has myriad cultural opportunities including the Utah Symphony, the Mormon Tabernacle Choir, the Utah Opera and Ballet West in Salt Lake County, and many semi-professional regional theater and musical troupes throughout every county in the area. Historical and art museums are also plentiful. Finally, for those wanting to search out their family roots, the Family History Library in Salt Lake City offers the world's largest collection of free family history and genealogical records.

"Culture is an important part of the equation for decision-makers," says Edwards. "People wonder, 'Am I going to be accepted in Utah? It is a place that is fun?' Here in Utah, I think we have a great story to tell."

When Utah's first governor Brigham Young entered the Salt Lake valley in 1847, he pronounced, "This is the right place." The people who live along the Wasatch Front in the 21st century couldn't agree more. According to national sources, the Salt Lake City/Ogden area not only has a cost of living consistently lower than the national average (ACCURA Cost of Living Index); the area was also named the ninth most fun place to live in the nation (Cranium Board Games, Money magazine, 2003).

So, no matter how you look at it, the Wasatch Front really is the place for qualified and committed workers, convenient transportation and distribution, and a wealth of cultural and recreational activities. Why live or do business anywhere else?



MOUNTAINLAND

By Heather Stewart

FAST FACTS:

Counties: Utah, Summit, Wasatch

Major Cities: Provo (114,858), Orem (87,599), Pleasant Grove (23,901), Park City (7,371), Heber (9,521)

Regional Civilian Labor Force: 224,954

Per Capita Income: \$35,804 (Summit), \$23,206 (Wasatch), \$19,186 (Utah)

Top Private-Sector Employers: Wal-Mart District Office, Brigham Young University, Utah Valley Regional Medical Center, NuSkin, Nestle, The Homestead Resort, Deer Valley Resort

Average Sale Price of Homes, Third Quarter 2004:

Park City \$725,000, Utah County \$219,593,

Wasatch County \$240,680

An Elevated Approach to Business

A walk down Historic Main Street in Park City reveals the layered history of Utah's Mountainland region. The mountain conceals 1,200 miles of abandoned mining tunnels; the brick and clapboard buildings of Main Street rose out of the ashes of the old silver mining town, which burned in the early 1900s. Now, the city draws on its other precious natural resource—snow.

With bustling urban centers, large farming and ranching communities, the finest ski resorts and pristine mountain wilderness, the three-county Mountainland region—which includes Summit, Utah and Wasatch counties—offers a small-town lifestyle with world-class recreation, business and educational opportunities.

The area claims a burgeoning population of young, educated, tech-savvy residents, with an annual population growth rate of 4.2 percent. The young workforce has contributed to the emergence of diverse high-tech companies, which have sprung up around the top-notch private university and four-year state college.

claim to fame—host of the 2002 Winter Olympics.

A quaint resort town built on the remnants of a silver mining community, Park City is renowned for its ski resorts. Deer Valley ski resort was ranked No. 1 in the country in SKI Magazine's 2005 Top 50 Resort Guide, the longest-running ski resort survey in the winter sports industry. The resort earned top marks for service, on-mountain dining, grooming and access. In addition, Deer Valley will soon be home to Utah's first branded luxury resort, St. Regis Resort & Residences, Deer Crest, which is scheduled to open in 2008. The resort will sit slope-side and offer unique, world-class mountain resort amenities.

The county is also home to The Canyons and Park City Mountain Resort, both of which offer world-class amenities within minutes of shopping, restaurants, hotels and each other. Residents and visitors to the area can even get a taste of the Olympic spirit with a visit to the Olympic Park. There, sports

enthusiasts can take tours, watch competitions and other shows and even try their hand at bobsledding year-round.

Skiing is not the resort town's only attraction. Each year, Park City is the primary host venue for the Sundance Film Festival, the premier showcase for American and international independent film. The festival attracts celebrities and thousands of film buffs to the region, increasing national awareness of the beautiful mountain destination.

National corporations are starting to view the area as an ideal place to do business as well. This year, Park City was chosen by outdoor sports giant Quicksilver, Inc. as home to its new state-of-the-art base of operations for its winter sports businesses, including the United States headquarters for its popular Rossignol and Dynastar brands.

"Quicksilver selecting Park City is a real validation of everything we believe about the community," says Bill Malone, executive director of the Park City Chamber and Visitors Bureau.

SUMMIT COUNTY:

Nestled in the Wasatch Mountain range, Summit County features sleepy agricultural communities, luxury properties and world-renowned ski resorts. The valleys are home to farms and ranches while the slopes surrounding Park City stay abuzz with tourism. Only 36 miles from the Salt Lake City International Airport, the county is a year round destination for golf, mountain biking and horseback riding and its most recent



WASATCH COUNTY:

For recreation, Wasatch County has it all. Three large reservoirs, five championship golf courses, two state parks and a national forest provide a range of adventure options. Six square miles large, Jordanelle Reservoir offers boating, fishing, camping, swimming and water sports. In addition, the county hosted 2002 Olympic cross-country skiing and biathlon events at its new Soldier Hollow venue.

"It sells itself," says Jennifer Kohler, Heber Valley Chamber director. "People come here to ski and they fall in love with the natural beauty of the valley—and decide to bring their businesses here."

The region's fantastic recreational sites have sparked new economic expansion. "There's a huge boom in development right now around Jordanelle," says Kohler. Businesses, resorts and luxury homes are appearing around the reservoir, taking advantage of the long tourist season.

A picturesque town with deep Swiss roots, Midway is a popular winter getaway, offering sleigh riding, snowmobiling and cross-country skiing. The town also has a new luxury resort, the Zermatt Resort & Spa. In addition to its recreational and spa amenities, the resort offers 28,000 square feet of flexible meeting space including 23 meeting rooms, five hospitality suites and an exhibition center.

Wasatch County is pouring resources into economic development, with a new economic development director position and a newly built event center. The Wasatch County Event Center is located between Midway and Heber, and is a multi-function facility that can host trade shows, conventions, car shows and livestock displays.

The county has a wide variety of businesses, with numerous Internet-based companies, pharmaceutical, biomedical, light manufacturing and food processing companies. One of the area's major technology companies is Reed Data, Inc., headquartered in Midway. The privately held company provides optical archiving and electronic document delivery systems, and has branch offices throughout the country.

Hand-in-hand with the growing economy, a complete satellite campus of Utah Valley State College offers expanding educational opportunities, with degrees programs in accounting, behavioral science, business and general education.

UTAH COUNTY:

Consistently ranked by Money Magazine as one of the top 20 places to live in the United States, Utah County is the state's second most populous county, with more than 450,000 residents. Growing rapidly, the population is projected to reach one million by 2040. Indeed, Utah County is booming, with new neighborhoods, commercial development and a wealth of tech-based start-ups.

Utah County is making its mark with growth and ambitious commercial development. For example, national real estate company Forest City Development plans a 150-acre development at Traverse Mountain in Lehi, at the north end of the county. The Terrance at Traverse Mountain will include one million square feet of local and national stores, restaurants, boutiques, entertainment venues, pocket parks and plazas. Other development in Lehi includes Cabela's, a national outfitter of hunting, fishing and outdoor gear. The company

has opened a spectacular 150,000-square-foot showroom with trophy animal displays, an aquarium and its famous outdoor product selection.

The bulk of Utah County's population lives in Provo and Orem, where construction is underway on a 600,000-square-foot mixed use development that will boast 243 private residences along with shops, restaurants and business offices.

A young, highly educated workforce provides a talented pool for local businesses to draw on. More than 50,000 students are enrolled every year at Brigham Young University (BYU) and Utah Valley State College (UVSC). BYU is a top-notch private school that graduates thousands of professionals each year. The Wall Street Journal has ranked the MBA program at the BYU's Marriott School of Business in the top 10 among regional programs worldwide for the second consecutive year. The school was also awarded a second place standing behind Yale as the best place to hire graduates with high ethical standards.

UVSC is also leading entrepreneurial growth with its Small Business Development Center, which helps business owners and entrepreneurs develop business plans, refine strategies and connect with resources as they enter the competitive marketplace.

The economy is complex, with a range of industries and businesses. "We've got small businesses, as well as large corporations who are reaching out to up-and-coming start-ups," says Tom Gleason, economic business development manager for Utah County. Novell, a long-time presence in the area, has established an incubator to give technology

The Wall Street Journal has ranked the MBA program at the BYU's Marriott School of Business in the top 10 among regional programs worldwide for the second consecutive year.

entrepreneurs a good start. Many technology companies have thrived in the region due to the pool of talent emerging from BYU.

In the heart of the state, Utah County is right at a transportation crossroads, with easy access to interstate highways and the Salt Lake International Airport. Most county residents are within 40 minutes of the airport. The transportation infrastructure makes it a perfect location for distribution and trucking, as well as tourism.

Utah County offers four seasons of recreation, with fishing, mountain trails, world-class golf courses and Utah's largest fresh water lake. Owned by Robert Redford, Sundance Resort offers skiing in a laid back, environmentally friendly setting. During the warm seasons, the resort hosts music festivals and offers mountain biking and fine dining.

The largest resort in the Intermountain West, Thanksgiving Point encompasses business and recreation with conference centers, a championship golf course, retail shops, restaurants, movie theaters, educational centers, the largest dinosaur museum in the world and 55 acres of themed gardens.



SOUTHWESTERN

By Brian Staker

Extraordinary Natural and Business Attractions

An inundation of travelers converges upon southwestern Utah each year for the stunning scenery and inviting climate. Some of the adventure-seekers are lured back to the area to build houses and call the red rock home. But not only sightseers are enticed by this exceptional area. Companies also recognize the benefits of relocating to southwestern Utah: the ease of doing business in the state and the pleasure of living among some of nature's most breathtaking vistas. St. George, the region's popular hub, was recently listed as one of the "Hot Small Towns in the West" by Sunset magazine, and Newsweek cited its housing costs as some of the most affordable in the region.

The economy of the region is as diverse as the colors of the landscape, with a seemingly endless list of advantages: easy access, strategic location, room to grow, affordable development costs and, above all, an educated and skilled workforce.

All of these factors have brought Allconnect, Inc. to the region. The Atlanta, Georgia-based company, a provider of household relocation services, opened a new call center in St. George in January. "The St. George location was chosen over eight site finalists because of the redundant fiber-optic availability, a favorable labor market, and the Mountain time zone," said Mark Miller, chairman and CEO of Allconnect. "Our Utah facility expands our reach in the western United States."

COUNTY BY COUNTY

Known as "Utah's Dixie," an appellation stemming from the area's warm climate, southern location and late 19th century production of cotton, Washington County has seen its economy evolve from primarily agricultural to focus on areas of tourism, trade and services. With 12 championship golf courses playable year-round, the golf industry has become an important part of the county's economic growth and development. St. George, its largest community, enjoys more than 300 days of sunshine annually and is known

FAST FACTS:

Counties: Washington, Beaver, Kane, Iron, Garfield

Major Cities: Saint George (56,382), Kanab (3,528), Beaver (2,511), Panguitch (1,476), Cedar City (21,946)

Regional Civilian Labor Force: 107,534

Per Capita Income: \$18,663 (Washington), \$17,995 (Beaver), \$22,520 (Kane) \$17,234 (Iron), \$22,676 (Garfield)

Major Employers: Ruby's Inn, South Central Utah Telephone, Southern Utah University, Convergys, Market Reps Comm., Best Friends Animal Sanctuary, Bullfrog Resort and Marina, Circle Four Farms, Milford Valley Healthcare Services, Dixie College, Intermountain Health Care, SkyWest Airlines

Average Sale Price of Homes, Third Quarter 2004: Washington County \$283,313



as the "Year Round Golf Capital of Utah." The city, which operates four courses, is home to Sunbrook Golf Course, considered the jewel of St. George and rated by Golf Digest as Utah's No. 1 public course.

Washington is Utah's fastest-growing county, with an annual growth rate of 6.4 percent between 1990 and 2000, according to 2000 census data. Speculating on Washington County's popularity as a destination spot and retirement community, economists project its steady growth will continue, with St. George's current population of 67,000 burgeoning to 130,000 within 30 years.

"Our strengths are diversity, both economic and demographic," says Scott Hirschi, director of economic development for Washington County. "There's no single dominant industry here. The largest employer is still relatively small." Intermountain Health Care is building a new hospital in St. George, which will make the health provider the largest private employer in the county and the second largest

overall.

Washington County has long served as the regional center of commerce for southern Utah and south-east Nevada, a status that's reflected in its diverse niche industries, including medical and legal services and retail home furnishings. St. George features a high concentration of retail suppliers including Super Wal-Mart, Target, K-Mart, Costco, Home Depot and Lowe's. Other retail centers include the 38-acre Red Cliffs Mall with its 53 stores, and the Zion Factory Stores at Red Cliff.

"The attractions of living here are widely known," Hirschi explains, "including the weather, open space, small-town feel and big-town conveniences. Our workforce is motivated and expanding. Utility costs are low. We have great logistics for shipping and business-friendly government. We've been largely insulated from the recent economic downturn due to our diversity."

In the early part of the 20th century, neighboring Kane County boomed in tourism services because



of its proximity to Bryce Canyon, Zion and Grand Canyon National Parks. In the 1920s, Hollywood discovered the vermilion cliffs and pinion desert of Kane County's largest community, Kanab, and the town was suddenly transformed into "Little Hollywood." Kanab has since become a well-known backdrop for filmmaking. Economists forecast that Kanab's current population of 3,500 will grow to nearly 11,000 within the next 30 years.

With a historic economy based in mining and smelting, Iron County earned its name from the presence of iron deposits in the area. Today, Iron County's employment base centers around Southern Utah University in Cedar City and from government offices, manufacturing and a variety of niche service and trade-related companies, such as the business marketing firm Convergys.

The county hosts the Tony Award-winning Utah Shakespearean Festival, which draws thousands of visitors to the SUU campus each summer to enjoy some of the best theatrical productions in the nation. Iron County is also home to Brian Head, an alpine and Nordic ski resort located near Cedar Breaks Monument.

Lumber and agriculture were the mainstays of scenic Garfield County until the early 1900s, when the creation of area national parks introduced tourism to the local business environment. Garfield is a gateway to the sandstone spires and colorful formations of two national parks, Bryce Canyon and Capitol Reef, and is also home to the Glen Canyon National Recreation Area and the newly created Grand Staircase-Escalante National Monument. Historic Ruby's

Inn, a major hotel and resort located near the entrance of Bryce Canyon, is the county's largest employer according to state labor figures.

MAKING CONNECTIONS

Networked by the state's primary north-south transportation corridor, Beaver County offers a unique mix of tradition and innovation. The county boomed during the glory years of local mining in the late 1800s and has since served as a regional shipping hub for area livestock producers. It is currently distinguished as the state's largest pork-producing region. Like other counties in Utah's Southwestern region, Beaver County has begun to tap into the tourism industry through its proximity to national parks and local alpine ski resorts.

The diversity of the region alone might not create strong business advantages without the transportation network linking everything together. Interstates 15 and 70 connect Las Vegas and Phoenix to Salt Lake City and Denver. The business community confirms that the five-county area is strategically poised as a gateway to the West.

In addition to interstate highways, daily flight service through St. George and Cedar City municipal airports connects the region's communities with Salt Lake City and points beyond. Flights from St. George to Los Angeles, for example, take only one hour and fifteen minutes. SkyWest Airlines, based in St. George, sends six or more non-stop flights each day from St. George to Salt Lake City. It is the country's largest independent regional air service, and the new terminal in Cedar City will add even more flights to the region.

The FAA recently approved construction of St. George's replacement airport to further improve service. With estimated completion in 2010, it will relieve the pressure that growth has put on St. George Municipal Airport. Regional cities are also served by several daily shuttle services to Las Vegas.

More than 20 trucking companies and commercial flight operators make good use of the southwestern region's central location between Phoenix, Las Vegas and Los Angeles in the south, and Salt Lake City in the north. And rail transport is also used to get markets moving. WL Plastics of Mills, Wyoming, found the transportation logistics of Cedar City made the area an ideal location to do business. "Draw a distribution circle around Cedar City, and you can reach almost all of the Western population by truck within one day," says company President Mark Wason. Since the completion of the 33,000-square-foot facility in May, the firm's production of pipe for oil, gas, mining and industrial companies has nearly doubled that produced by the

"We were able to make a strategic business decision based on the acquisition cost of the land and building along with excellent utility cost and quality of life for our employees."

Dallas Stephens
owner, DM Technologies



company's Wyoming plant.

With a regional workforce of more than 70,000, the Southwestern region enjoys a ready labor pool of skilled and educated workers drawn to the area by its clean living, warm climate and extensive outdoor recreation opportunities. Scott Truman of the Utah Rural Development Council affirms the region's bright business climate: "We are anticipating strong economic outlooks. Tourism and travel is a significant part of the economy, and last year the region's tourism was up 7-8 percent."

More and more people envision a bright business forecast for southwestern Utah, away from the smog and sprawl of its neighbors. DHS Products, the largest manufacturer of professional nail products in the United States, formerly located in Southern California, has selected Cedar City as the site for its new corporate headquarters and international production facility, and is now in business here. The new Cedar City facility is strategically located to take advantage of quick one-day trucking

capability to the Western states.

"We were able to make a strategic business decision based on the acquisition cost of the land and building along with excellent utility cost and quality of life for our employees," said owner Dallas Stephens. In May the small computer services firm DM Technologies moved its home office from Bakersfield, California to St. George, and partner Mark Simons says, "We like the change, from the people to low start-up fees here. Economically, southern Utah is very business-friendly."

PROFILE OF SUCCESS: STRATA

Strata was founded in 1988 by brothers Gary and Ken Bringhurst. As students at Brigham Young University, the Bringhursts frequently discussed a concept they had for a three-dimensional illustration software package. Their vision became a reality as the St. George firm developed numerous applications for use with Photoshop, Acrobat and many other programs.

Under the company's new model,

the "Open Creative Environment," Strata employees, partners, associates and members thrive as they share their ideas and creative projects. With a user base of more than 500,000, Strata has one of the largest 3D user communities in the industry, including creatives at such well-known firms as Disney, TimeWarner, Playboy, Philip Morris, Ford and Boeing, to name just a few.

The company holds the annual Red Rock Revival every October in Zion Canyon for users to convene amidst breathtaking scenery and hands-on insights. Strata has won the Utah Governors Award for Entrepreneur of the Year, the Mountain-West Venture Entrepreneur of the Year Award, and the MassMutual Blue Chip Company Award. The Strata product line has won virtually every award in its industry. A sampling includes MacWorld's Eddy award, Mac Addict's Spiffy award, NewMedia's "Awesome Award," the Computer Graphics World Editor's Choice Award, and the Japanese MacLife Award for Excellence.



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BEAR RIVER

By Pamela Ostermiller

FAST FACTS:

Counties: Cache, Rich, Box Elder

Major Cities: Logan (43,675), Brigham City (17,149), Smithfield (7,801)

Regional Civilian Labor Force: 71,949

Per Capita Income: \$18,059 (Cache), \$29,081 (Rich), \$21,361 (Box Elder)

Major Employers: Utah State University, Thiokol Corporation, ICON, E.A. Miller, Convergys, Autoliv, Lodge at Bear Lake

Average Sale Price of Homes, Third Quarter 2004: Cache/Rich \$161,802

Great Quality of Life for Birds and Humans



At the north end of what Utahns call the Wasatch Front is the gateway to the Bear River Region, with an economic landscape as diverse as the bird species that inhabit one of its most popular tourist attractions, the Bear River Bird Refuge.

From missiles to meat and from raspberries to cheese, the range of products, services and attractions the region offers is akin to the longest menu at the most authentic Chinese restaurant. The possibilities are truly endless. Experienced and dedicated economic developers in the areas counties, it appears, see economic diversity not as a goal, but as a starting point, and have based their goals on this ideology. Box Elder is continually promoting its historical, agricultural and natural heritage. Cache is a model for long-range goals and future-forward thinking. Rich is a rural enclave, a peaceful corner of the state where its traditional way of life is its biggest asset.

BOX ELDER: SEEKING BUSINESSES AND BIRDERS

Traveling north along the Wasatch Front, past the Ogden metropolis and its expanding suburbs, the scenery gradually changes and reveals the wide, sprawling landscapes of Box Elder County and its appealing rural setting. Passing historic Brigham City, one can see flocks of ibis in the sky, herons in the marshes and threshers in the fields. These are the bounties of Box Elder County—its natural resources and agricultural heritage, resources on which county and city planners are capitalizing to promote growth, tourism and prosperity in the region. Economic developers are also working on strategies to attract new and innovative companies that will blend with and benefit existing industries.

"Things are going very well here," says Susan Thackeray with economic development for the county, pointing to a few new projects and companies taking root in the area. According to the Utah Department of Workforce Service

es, construction was the economy's bright spot in 2005, doubling both valuation and permits over this same time in 2004. Unemployment held steady and consumer spending is up 2.7 percent.

In business news, Tarter Gate Co., a Kentucky-based fence manufacturer, will be the second company to open in the Agribusiness Park in Corinne. The first was Archibald Propane. Tarter Gate Company is one of the largest manufacturers of farm gates and animal management equipment in North America, with almost a half-million square feet of production facilities in Kentucky. Now, its newest manufacturing and distribution center is under construction in Box Elder County.

The approximately 100-acre Agribusiness Park is located in an Economic Development Area (EDA), a key tool in economic development; the infrastructure was built with about \$1 million in grant money. The park is part of a county economic development plan and planners welcome Tarter Gate, but the park has not yet attracted tenants as rapidly as developers had hoped. "Funding is a real challenge, especially given the incentives surrounding states are offering to locate there."

To combat this competition and further the county's growth, Thackeray emphasizes, another focal point of the county's plan is to help existing businesses, such as supporting a recent business-to-business event for subcontractors held in conjunction with ATK Thiokol and the Small Business Development Center at Weber State University. Contractors from the Box Elder region attended to help smaller businesses learn how to make contact and establish working relationships and gain contracts.

On the tourism front, Box Elder County is increasingly for the birds—and birdwatchers. The Bear River Bird Refuge, already a huge draw to birders from around the world, is working to attract more of this particular breed of tourist. Completed in August, the James V. Hansen Wildlife Education Center, located west of Brigham City, will provide opportunities for the public to learn about wildlife and plant species of the refuge



and the Great Salt Lake ecosystem. The architecturally unique center will serve as a resource for environmental education for schools and universities, youth organizations, conservation organizations, and other groups interested in the importance of wetlands.

And yet, the birds have their challenges. Pointe Perry, a "themed" development that purports to host a major outdoor sporting goods retailer, truck stop and hotel, is to be located on west side of I-15 adjacent the bird refuge. It includes over 100 acres of land, the more desirable pieces of which are still to be mitigated with the refuge and are being pursued by the developers.

Bountiful rains alleviated the drought and aided farmers of the state's most productive region in products such as wheat, barley, oats and corn. According to the most recent available statistics from the Utah Department of Agriculture and the USDA, Box Elder County is the state's top producer of winter wheat. Overall, the economy looks good in Box Elder and all economic indicators show that the county's development plans and other factors are working.

CACHE COUNTY: MAKING CONNECTIONS

It's impossible to visit Cache County without noticing change—the essence of the county's current triumphs and troubles. Located in a scenic, rural area at the top of the state, Cache Valley is an increasingly attractive place to be, with Logan an ever-more sophisticated central city, expanding job opportunities and a

major research university. The challenge is controlling growth so that mismanagement and neglect don't soil these fine qualities. As author and environmentalist Edward Abbey said, growth for the sake of growth is the ideology of a cancer cell. There is, however, a highly focused plan at work in Cache County in relation to connectivity—in transportation and communication, both important factors in helping businesses stay globally competitive. Cache County is moving people, products and ideas into the modern age.

The Cache Valley Initiative, a five-year plan designed to build infrastructure for community and economic development, has been a successful engine and is now moving into phase two. The keys of the plan are surface transportation access, telecommunication access and air transportation access. The plan also aims to protect vistas, travel corridors and agricultural land.

As of 2005, many of the goals of the first phase have been met, according to Sandra Emile, director of the initiative and president of the Cache Valley Chamber of Commerce. "The Cache Valley Initiative has been so successful, we raised around \$1 million and will be able to show almost \$4 million to enhance and support economic development in this community," she says.

More specifically, fundraising efforts have been met, and hundreds of jobs have been created. The components have been achieved by adding a redundant fiber-optic telecommunications line, with double capacity and bandwidth, to ensure that everyone in the valley has Internet

"Where Cache Valley in the past has not been able to play in the global market without a great deal of difficulty, now we can. Time equals money and that last hour and a half, to travel from the Salt Lake airport to the valley, was the straw that broke the camel's back. Our businesses can now be more competitive."

Sandra Emile
director of the initiative and
president of the Cache Valley
Chamber of Commerce



connectivity. Comcast has entered the market to provide this capability.

On the front of air access, the commercial carrier Vision Air, headquartered in Las Vegas, recently signed a contract to make two round trips per day to Denver and one round trip per day to Las Vegas. Emile says this is a big step for business in the valley. "I already have businesses calling about buying bulk corporate tickets, that's how excited people are," she says. "Where Cache Valley in the past has not been able to play in the global market without a great deal of difficulty, now we can. Time equals money and that last hour and a half, to travel from the Salt Lake airport to the valley, was the straw that broke the camel's back. Our businesses can now be more competitive."

In the realm of ground access, the Corridor Access Management Plan for Highway 89/91, which runs through the heart of the valley, and other major corridors, is now being implemented as a statewide ordinance to protect highway access

and vistas.

In technology and education, Utah State University's Innovation Campus is about to undergo a substantial expansion, increasing office and lab space by four million square feet. Teresa McKnight, manager of Innovation Campus, says it's a model for research parks around the country: "It's the best kept secret in Utah."

The mission of the campus "is to provide an environment with facilities, technology, services, programs and expertise that stimulate and support the creation and growth of research and technology-based enterprises," says McKnight. The goal of all research parks is to create high-tech, high-paying jobs and, in Logan specifically, to provide companies and employers with "access to the best and brightest students." There are currently more 50 companies, including Letterpress Software, Space Dynamics Lab and Gemini Life Sciences, working from the campus. The 18-year-old campus received a \$2.5 million grant last year from

the U.S. Commerce Department to make infrastructure improvements for upcoming expansions.

Historic downtown Logan hasn't been left out of the development hopper. Goals include preserving historic buildings; enhancing sidewalks and walkability; creating community events such as Easter egg hunts, art strolls and festivals; and bringing more retail to empty storefronts. "We have fewer empty spaces now than ever," says Emile. "We have real vitality here."

Overall, Cache Valley's economy is sturdy, according to Utah's Department of Workforce Services, as measured by jobs and construction. More than 1,000 new jobs were added and residential housing permits were up 29 percent. In a nutshell, says Emile, "We need economic growth, but we don't need to shoot ourselves in the foot. It will be devastating if we don't preserve and protect."

RICH COUNTY: SLOW AND STEADY

Travel through the high country, through isolated Randolph or Woodruff any day of the week—Sunday, holiday, weekday, spring or fall—and life seems to amble at the same slow pace. Never a new business, never a new façade. But, in this case, maybe change isn't good. In the least, with the help of Mother Nature, this county that relies on agriculture and tourism has had a decent year.

According to the Utah Department of Workforce Services, there was some job growth, some improvement in construction values, and some increase in construction valuation, all in the first quarter of 2005. The best news is that, thanks to rain that doused much of the state in 2005, Bear Lake, often called the

"We need economic growth, but we don't need to shoot ourselves in the foot. It will be devastating if we don't preserve and protect."

Sandra Emile
director of the initiative and
president of the Cache Valley
Chamber of Commerce

"Caribbean of the Rockies," was at its highest level in five years, and the downstream farmers who depend on its water are much better off than in 2004. And because of natural flow down the river from melting snow and spring rains, the lake irrigation pumps were not turned on until mid-August.

In regards to tourism, the Bear Lake Marina may be expanding. The SLC-based Bear Lake Yacht Club wants to expand the marina so it can accommodate deep water boating. The Garden City Town Council supports the request, which would increase the 355 available spaces to accommodate 300 more.

There are also hopeful signs for the famous, sweet Bear Lake raspberries. For the first time in five years, according to the Utah Department of Workforce Services, Rich County raspberry growers are recovering from a worldwide virus that annihilated crops in five of nine raspberry farms in the county. Rich County may be on its way to reclaiming its place as the top raspberry-producing county in the state.

UINTAH BASIN

By Pamela Ostermiller

Energy and Tourism Fueling Growth

FAST FACTS:

Counties: Daggett, Duchesne

Major Cities: Manila (302), Roosevelt (4,437), Duchesne (1,454)

Regional Civilian Labor Force: 6,884

Per Capita Income: \$25,784 (Daggett), \$15,913 (Duchesne)

Top Private-Sector Employers: Flaming Gorge Lodge, Uintah Basin Telecommunications Association, Second Nature Therapeutics

Average Sale Price of Homes, Third Quarter 2004:

Uintah Basin \$145,832



From the shores of Flaming Gorge to Main Street Roosevelt, the Uintah region relies primarily on two things for economic development: oil and oil. Of course, it's not that simple, but much of the growth in the region's three counties—Uintah, Duchesne and Daggett—is either directly or indirectly related to the oil industry and is effected by whether it is booming or busting.

This new era of high production has introduced more than new jobs to the fossil-rich valley; the jobs encourage spending, recreation and construction, and the prosperity is evident in the cars people are driving and the clothes they are wearing. Moving into the autumn of 2005, economic developers are encouraged by what they see and how some of their plans are playing out.

UINTAH: BRACING FOR A BOOM

Uintah County is serving Thanksgiving dinner and everybody wants a seat at the table. Bill Johnson, the county's economic development director, has

his hands full leading tours for countless reporters from across the nation, developers wanting their own piece of the bird, even the governor. "For the first time in history, the governor and his entire cabinet came here," says Johnson. "Why? Because Uintah County is an important economic engine, nationally and internationally important, energy-wise. We have the potential to surpass the Saudi Peninsula in fossil fuels."

But why now? Simple economics. Oil is at \$60 per barrel, too much for "everybody that wants lights and SUVs and to drive all over creation," Johnson says. Until oil prices skyrocketed into the stratosphere, the tar sands and oil shale reserves—more expensive to drill and process—had not proven economically feasible. "Now, it's realistic."

While Uintah County leaders and industry watchers knew the boom was coming, it is forcing all municipalities to turn their focus to infrastructure and to develop plans that provide housing, water and sewer systems, and the workforce to fuel

the needs and growth of gas and oil production. "That's the bad part of growth," says Johnson. "You've got to start spending millions on infrastructure." Housing permits are up from 2004, from five to 41, with construction values up 2204.4 percent. Overall taxable sales, in the fourth quarter of 2004, posted a 37.7 percent increase over the same quarter in 2003, according to the Utah Department of Workforce Services. And after adjusting for inflation, wages are up 6.7 percent.

Uintah County has been down this road before, and planners know that the key to long-term growth is a diversification of the cogs of the economic engine, which cannot run on oil alone. "Yes, the energy sector is fantastic," says Johnson, "but it's a cyclical business. The biggest thing to stay focused on is diversity." It's necessary to have additional value-added industries and businesses that contribute to overall prosperity.

When developers look at a city or region as a potential area for investment, they look at certain factors. What is the climate for development? What kinds of educational opportunities and medical facilities are available? What kind of support is there from the civic leaders? Is there a workforce? And is there adequate infrastructure, including transportation and technology? Uintah has gained a lot of ground on many of these fronts.

Johnson says that an important advancement for the county, which is relatively isolated from much of the state, is that they are close to fiber redundancy, thanks to the endeavors of the UBTA-UBET, formerly known as the Uintah Basin Telephone Association. In 2001, UBTA-UBET Communications acquired the Roosevelt, Vernal and Duchesne exchanges from Qwest and now serves the entire Uintah Basin, growing from 750 customers in 1953 to 30,000 customers today, employing 145 people and providing services that weren't available through Qwest because of issues of access or cost.

In Uintah, educational opportunities and creating an adequate, skilled workforce go hand in hand. For the past 10 years, says John-

son, the county has sought funding from the state to construct a shared building for the existent branch of Utah State University and the Utah College of Applied Technology. Currently UCAT is located in five trailer units and has been ready to expand for a decade. "We have a demand and a need for training here, and the potential for great educational opportunities such as archeology, paleontology, agriculture, and in oil and gas," says Johnson, "But, UCAT has always been somewhat of a red-headed stepchild." There has never been the funding available for a UCAT building. This year, however, Johnson hopes the millions of dollars the state receives in severance taxes from the oil and gas industry will encourage the legislature to acquiesce and provide the county with the \$14 million it needs.

Overall, Uintah County has the growing availability of real quality of life, spurred by the boom in oil and gas and fueled by a desire for diversification. The region still has a small-town atmosphere and is surrounded by unbeatable recreational opportunities. The region is the birthplace of modern river rafting. It remains to be seen if the economy can ride out the rapids of the next few years and find stable waters beyond the oil and gas boom.

DUCHESNE: RETIRES AND RECREATION

It's always a pleasure to speak with economic developers because no matter the circumstances, they are generally positive about the goings on in their counties and the plans they are hatching. With Irene Hansen of Duchesne County, it is no different, but this year you could hear her huge smile over the phone. "We're eating steak and getting our hair cut. It's happy days in the Basin!"

Along with southern Utah's Washington County, Duchesne was rated among the top five best rural communities for retirement in the College of Colorado's State of the Rockies Report Card. This is telling because attracting retirees has been a large part of the county's economic development plan. Duchesne is appealing because of its low cost of living, open

space, recreation, opportunities for development, excellent health care facilities and, being located on the eastern edge of the Uintah Basin, it is close to the Wasatch Front—only two hours from Salt Lake City.

But the most significant change in the past year, Hansen says, is the upswing in the oil and gas industry. "Duchesne is the No. 1 oil-producing county," she says, and the boom has boosted wages and the quality of life tremendously. The average wage outside of oil and gas is \$2,000 per month, but income from oil and gas jobs is about \$4,500 per month. "These jobs provide good benefits and allow our people to go on vacation, go to college, just visit the dentist," Hansen says. "It's fun to see the look of prosperity on our people. After 20 years of recession, our whole region is starting to thrive."

As in Uintah County, the growth brings the bad with the good. While wages are up, unemployment is down and sales taxes numbers are red-hot, the county must plan ahead to be able to survive hard times and take action by building infrastructure and diversifying the economic base. But true to form, Hansen remains positive: "I'll take the pains that come with prosperity rather than the pains that come with poverty."

The real estate market and residential construction are seeing significant changes. The county saw a 9.4 percent increase in the value of housing permits since the fourth quarter of 2003, according to the Utah Department of Workforce Services. Regarding market values, Hansen's own house is a good example of the roller coaster the county has ridden. Purchased in 1979 for \$65,000, it was appraised at only \$25,000 in 1989, in the midst of the recession. Today it is valued between \$150,000 and \$175,000. In nearby Roosevelt, the main street is undergoing a major \$5 million facelift, hoping to revitalize the area. One realtor has already purchased and gutted an old building, creating a showpiece in hopes that others will follow. "They are happy to welcome professionals to move in," says Hansen. "If one person is willing to do that, it kind of catches on."



Uintah County has the growing availability of real quality of life, spurred by the boom in oil and gas and fueled by a desire for diversification.

DAGGETT:

TOURISM MAKING A COMEBACK

Unlike Duchesne and Uintah counties, Daggett is not a major recipient of the oil and gas booty. However, as mentioned above, the growth in the neighboring areas does tend to flow through Daggett and trickle down from Sweetwater County, Wyo., an adjacent area where the drilling and mining industries are strong. Daggett benefits by welcoming nearby residents with oil money in their pockets to come, relax and recreate.

Tucked in the eastern corner of the state, tiny Daggett County is almost one-third Flaming Gorge National Recreation Area, which means that of the approximately 500 employable residents, most work for the government in land management or in some kind of tourism or service industry. Hence, if tourism is down, everything plummets, as it did a few years ago when wildfires destroyed thousands of acres of forest surrounding the gorge. At the end of 2004, as jobs dropped slightly and taxable sales were down, county

leaders looked forward to the summer, to see if the tourists would come through. And they did.

"Tourism has been very good," says County Commissioner Craig Collett. "Most businesses say it's the best it's been in five years. We're feeling very encouraged." This year the county hosted its first annual Flaming Gorge Palisades 10K run and had 60 participants. Collett says they received some positive feedback and expect that event to grow. Already full of scenic byways and backways, the county is also in the midst of the application process to have a major highway be designated a Great American Road, which should attract additional travelers.

On a smaller scale, Daggett County is building up infrastructure while times are good. A three-mile sewer line that will extend into the west end of Manila, the county seat, will provide commercial and residential construction opportunities. "It's not really taking off," says Collett, "but it's growing."

Already full of scenic byways and backways, Daggett County is also in the midst of the application process to have a major highway be designated a Great American Road, which should attract additional travelers.



S O L U T I O N S |



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SOUTHEASTERN

By Becky Marsh

Nature's Economic Gift

Southeastern Utah is a welcoming community for growth, development and diversity. Although the economy in the area was once limited to agriculture and geology, the region is now open to new business opportunities. Because of its many outdoor offerings, Southeastern Utah is often considered a capital for tourism in Utah. Millions of people travel to the region each year to explore the many state and national parks. Some adventure seekers climb or bike the rugged red cliffs near Moab, while others of a more amphibious nature enjoy the warm waters of Lake Powell. Southeastern Utah's four captivating counties each offer something different for visitors and residents in the area.

CARBON COUNTY: COLLEGES TO COAL

With more than 20,000 people, Carbon County is the most populous in the region and home to one of the largest cities in Southeastern Utah. Price, the county seat of Carbon, has a population of well over 8,000 people—almost half of the county's population. Carbon is famous for a number of things, including its coal, its fascinating landscape and John Bracken Lee, who served the state as one of the most active governors. Although Lee lived in Salt Lake City during his tenure in office—from 1948 to 1956—he never stopped calling Price his home.

Since 1894, when the Carbon County was settled, this region has proved to be abundant in high-quality coal. Coal mining companies ran Carbon for several years, building its cities and dictating most of the decisions that were made. The coal mining industry is still a major factor in the growth and development of the economy, providing nearly 1,000 jobs.

Another leading player in Carbon's economy is the College of Eastern Utah. CEU is located in Price and is also a leading attraction in this area, employing approximately 1,000 people. Another large employer is the Carbon County School District, which employs upwards of 900 people.

FAST FACTS:

Counties: Carbon, Emery, Grand, San Juan

Major Cities: Price (8,197), Moab (4,825), Blanding (3,056), Huntington (2,066)

Regional Civilian Labor Force: 23,609

Per Capita Income: \$20,047 (Carbon), \$19,977 (Emery), \$21,685 (Grand), \$13,637 (San Juan)

Top Private-Sector Employers: Canyon Fuels Company, Energy West, PacifiCorp, Monument Valley Lodge

Average Sale Price of Homes, Third Quarter 2004: Carbon/Emery \$84,314, Grand/San Juan \$156,163



JOHN WESLEY POWELL RIVER HISTORY MUSEUM

Several Utah Smart Site businesses have also sprung up throughout the county, leveraging the benefits of this state-funded program to help small businesses in rural areas. "We are trying to promote the area to outside companies while also trying to grow local small businesses," says Delynn Fielding, director of Economic Growth and Development for the county. The Southeastern Utah Association of Local Governments also offers help to small businesses in the area by educating the public about tax breaks, federal assistance and other resources available to them.

EMERY COUNTY: RECREATIONAL AND GEOLOGIC HAVEN

Diverse recreational and economic opportunities continue south to Carbon's neighboring Emery County. Before other settlers made it their home in the late 1800s, Ute Indians occupied the area. Many who traveled the old Spanish trail to California would tell of the phenomenon that is now known as "the castles" of castle country. The landscape within

this county is famously picturesque, especially the Green River area and the San Rafael Swell. The area's rugged terrain offers extraordinary experiences to thousands of visitors each year.

While tourism is significant in Emery County, geology-related economic opportunities are rapidly expanding as well. Every year Castle Dale, the county seat for Emery, hosts the annual Regional Economic Summit. The most recent economic news from the area is reported in the county's newspaper, the Emery County Progress. Oil drilling permits in this region have made a huge leap, says John Baza, director for the Division of Oil, Gas, and Mining: "High prices have spurred a lot of drilling activity. In 1992 and 1993, we issued 100 permits...by mid-September of this year we already surpassed last year's drilling permits and are projecting 1,500 permits for 2005."

Although oil production is certainly on the rise in the county, coal mining has been the leading economic force for many years. Within Emery, three separate coal mining

companies provide more than 500 jobs. According to the Emery County Website, Ferron's Coalbed Methane Fairway, one of the major players, has three fields, 452 wells and has produced 200 billion cubic feet of gas. Emery County produced 6 percent of the natural gas used in Utah in 2003.

GRAND COUNTY: EXTREME LANDSCAPES, EXTREME SPORTS

Grand County is a recreational playground for many outdoor enthusiasts. With an abundance of trails to bike, mountains to climb and rivers to raft it is no wonder that tourism is a major economic force in this county. The county seat, Moab, is home to more than 5,000 of the 8,600 people reportedly living in Grand County in 2004.

A veritable Mecca to back-country explorers and mountain-bike enthusiasts around the world, Moab's outdoor offerings are endless. Each March, the city hosts a Jeep Safari, which kicks off the summer season and provides a standard of fun, excitement and revenue. Tourists reign from April through October, while local establishments enjoy the profits. With Arches National Park located just minutes from Moab, tourism is the clear leader in economic growth throughout Grand County. However, those lovers of sun and adventure are not the only visitors that bring earnings to Southeastern Utah.

Hollywood fell in love with the area's fascinating landscapes decades ago. Numerous movies and advertisements have been shot in this area, and many directors continue to come back because of the spectacular surroundings. The Moab to Monument Valley Film Commission works with directors to promote Utah's unique surroundings as well, which in turn boosts local businesses. If film producers are in need of any extra crew members, hairstylists, make-up artists, caterers or specific locations, the Film Commission is eager to help.

Grand County is also home to other types of businesses that bring economic diversity to the community. One such company, founded by Mitchell May, is the EPA-award-

winning Synergy Production Laboratories (SPL). SPL prides itself on manufacturing and distributing certified organic and kosher products across the United States and around the world, including Japan, Germany, France and Canada, among others. Consumers can also order SPL product on the companies Web site. SPL has been doing business in Grand County for 15 years and still calls Moab home. "The environment reflects consistency to our customers, and the dry air here is helpful, as it is difficult to manufacture these products in high humidity," says May, who is committed to giving back to the community. "Living where you desire to be is personally satisfying, and this is a great place to raise a family."

Synergy is one of companies to build its success in Grand County. Among the others are Footprints, Inc., a custom software developer with clients in multiple locations throughout the U.S.; Zeal Optics, a manufacturer of sunglasses; and Earth Studies Media Art, a unique sculpturing company. Ken Davey, director of economic development in Grand County, says, "People choose to develop their businesses here because of the lifestyle and the quality of life Grand County offers."

SAN JUAN COUNTY: MESMERIZING LANDSCAPES AND OPPORTUNITIES

San Juan County is a blend of adventure and mesmerizing landscapes, featuring some of the very best of Utah's Canyon Country. This area is home to several national parks, state parks, natural bridges and Navajo Tribal Parks. Until the late 1800s, the area was occupied almost exclusively by the Navajo Indian tribes. The Navajo nation still occupies much of the land today; museums, sacred monuments and even a sewing factory continue to provide much of the area's distinctive culture.

Like much of the Southeastern part of the state, San Juan County's economy is built mainly around tourism, with agriculture and mining also playing a role. With such beautiful areas as Lake Powell, Canyonlands National Park and Monument Valley,

this county exhibits some of nature's most distinctive beauty, bringing in tourists and dollars.

San Juan County school district is one of the largest employers in the area, along with the College of Eastern Utah's Blanding campus and San Juan Hospital. A variety of small businesses bring jobs and character to this area, including Second Nature Wilderness program. This company, which has several locations around the country, employs physicians, clinical psychologists, counselors and others who extend a needed hand to struggling youth.

Blue Mountain Shadows of Blanding also calls the redrock of San Juan County home. This unique magazine has been recording the history and folklore of San Juan County since 1986. A unique business in Monticello, Bull Hollow Raceway is a motocross racetrack built on top of old farmland. Bull Hollow brings fun and excitement to the region, and hosts national competitions for racers of all levels.

Southeastern Utah is open to growth, development and diversity. The peaceful surroundings, clean environments and wealth of opportunity found here make it extremely attractive for any business to lay down its roots. Whether you are an agricultural guru, adventure junkie or simply a lover of nature, this region has room for you, your business, your creativity and your family.

San Juan County is a blend of adventure and mesmerizing landscapes, featuring some of the very best of Utah's Canyon Country.



CENTRAL

By Caroline Larson

Growing Beyond Rural Expectations

To the untrained eye, Central Utah is a glimpse into the past. Here, away from the city, life appears to move at a slower pace. The six counties—Juab, Millard, Sevier, Sanpete, Piute and Wayne—that make up this region are predominantly rural and are home to some of Utah's most scenic views. A small-town feel is still preserved in its communities, and its rich history is not forgotten.

Many people traveling back and forth across Utah see the region's landscape from their car windows, missing the region's many beguiling attractions. Truckers take coal from this region to different areas of the West. Pipelines and power lines pass energy through Central Utah to other markets. On the surface, this region may appear to be nothing more than a thoroughfare, but if people could stop and see Central Utah while standing still, they would see an area booming with economic activity.

ENERGY HUB

Central Utah is abuzz with energy activity. It is not only an energy thoroughfare and an energy source; it has also become an energy market. This region of Utah has billions of dollars invested into it because of its many existing, yet undiscovered, resources.

By purchasing the Kern River Pipeline system in 2002 and planning the purchase of PacifiCorp in 2006, Warren Buffet, one of the world's savviest businessmen, is investing over \$10 billion in energy assets. A number of these prime energy assets sit within Central Utah, including PacifiCorp's Currant Creek power plant. This \$350-million gas-fired plant is located in Juab County. A second phase of the plant will be completed in 2006. It is anticipated that this second phase will double the Currant Creek plant's size and increase its efficiency.

The Intermountain Power Project (IPP), located in Millard County, is the largest power plant in Utah. As of 2003, the investment in this plant, as represented by outstanding bonds, exceeds \$2.4 billion, and IPP has future plans

FAST FACTS:

Counties: Juab, Millard, Sevier, Sanpete, Piute, Wayne

Major Cities: Richfield (7,048), Nephi (5,034), Ephraim (4,765), Delta (3,126)

Regional Civilian Labor Force: 29,842

Per Capita Income: \$17,348 (Juab), \$17,472 (Millard), \$18,046 (Sevier), \$14,786 (Sanpete), \$17,570 (Piute), \$19,226 (Wayne)

Top Private-Sector Employers: Moroni Feed, Canyon Fuels Company, Flying V Bar Ranch

Average Sale Price of Homes, Third Quarter 2004: Juab \$130,727

SOURCES

Population: www.city-data.com, EDCUTAH, various city Web sites

Labor Force & Income: EDCUTAH

Homes: Utah Association of Realtors

Employers: Same as last year, except SL and Utah Counties: provided by EDCUTAH

to increase its capacity by one third.

The most recent energy breakthrough to hit Central Utah is in the form of oil. In the spring of 2005, Wolverine Gas & Oil Corp of Michigan announced that after years of searching the area, it had struck black gold. The discovery was made in Sevier County in 2003, but the company managed to keep it secret until 2005. Now many oil companies have hurried to the region to acquire their own wells in Central Utah. It is widely suspected that oil will be plentiful in the area, and many companies want to cash in. Some estimates say that this region could hold more than 100 million barrels of oil. If these numbers are correct, Central Utah would be the site of the biggest onshore discovery in the past thirty years.

The huge amount of money flowing through this region because of its energy assets creates a ripple effect to all commercial activities.

MANUFACTURING EXCELLENCE

A considerable amount of business interest in the Central region focuses on two companies located in the small

town of Fayette (population 204, according to recent statistics). The first is Applied Composites Technologies (ACT), a company that makes prosthetic and artificial limbs for athletic competition as well as for everyday use. ACT also manufactures laminated and molded aerospace as well as medical and military parts.

Christensen Arms develops carbon-barreled rifles, which have many advantages over steel barrels such as their strength, light weight and accuracy. Christensen Arms consistently garners national and international attention as a result of the many trophies bagged by its rifle's users, its weekly national hunting show on The Men's Channel and the hunting expeditions the company leads throughout the world. Both Applied Composites and Christensen Arms are at the forefront of an emerging and diversified regional economic environment.

SMART SITES

Central Utah also focuses strongly on entrepreneurial development. The stated goal for the region's six

counties is to create and sustain small businesses. The state Smart Sites program is designed to decrease business costs and build rural economies by providing support to the companies in the region. This program enables local and national companies to outsource certain tasks, such as software design, Web site design, and Web marketing to centers in rural Utah. Through Internet and digital telecommunications, small companies are able to work with Smart Sites and receive a product for less money. Les Prall, a member of the Governor's Office of Economic Development (GOED) Rural Development team, says Smart Sites allow Utah's rural communities to have all the technological savvy available in larger cities. "Through the Utah Smart Site Initiative, we have been able to partner with our smallest Utah communities and local entrepreneurs to create jobs using the latest IT technologies," he says.

One incentive of the Smart Site program is that equipment is provided for companies as long as certain requirements are met. This program

also offers a unique opportunity to network with other companies participating in the program, which gives businesses access to other areas of expertise that might not normally be available to them.

Among the successful Smart Site companies located in Central Utah is The Illusion Academy in Mount Pleasant, which has created animations for Disney and Pixar. In addition to cartooning, the company offers illustrations and design for books, brochures, advertising and marketing, corporate identity and branding. Other promising Smart Site companies include Nephi-based XDOBS.com, which uses software to track people through their cell phones; Snapshot Multimedia, located in Loa, which provides multimedia services such as Web design, digital photography and printing; and Vision Research and Architects Northwest, both located in Richfield.

THE MAIN STREET FEEL

The Governor's Pioneer Communities/Main Street Program is another step in generating growth in the

Central Utah region. This program is designed to help Main Street areas, which have historically been the economic hub of most rural communities, prosper. This program focuses largely on the retail base in the communities involved, but is also heavily committed to historical preservation, economic strategy development and downtown restoration.

Two Central Utah communities, Richfield and Mount Pleasant, have invested in this program, which provides state funding, consulting, counseling, training and strategies. The advantage of the Main Street program shows in the numbers. Communities that are involved in the Main Street program experience annual sales growth of more than 4 percent, while retail sectors not participating in the program rest at 1.9 percent growth, according to the Governor's Office of Economic Development. Economic development and business leaders in Central Utah anticipate that the Pioneer Communities/Main Street program will draw visitors to discover the attractions in Richfield, Mount Pleasant and the

larger Central Utah region.

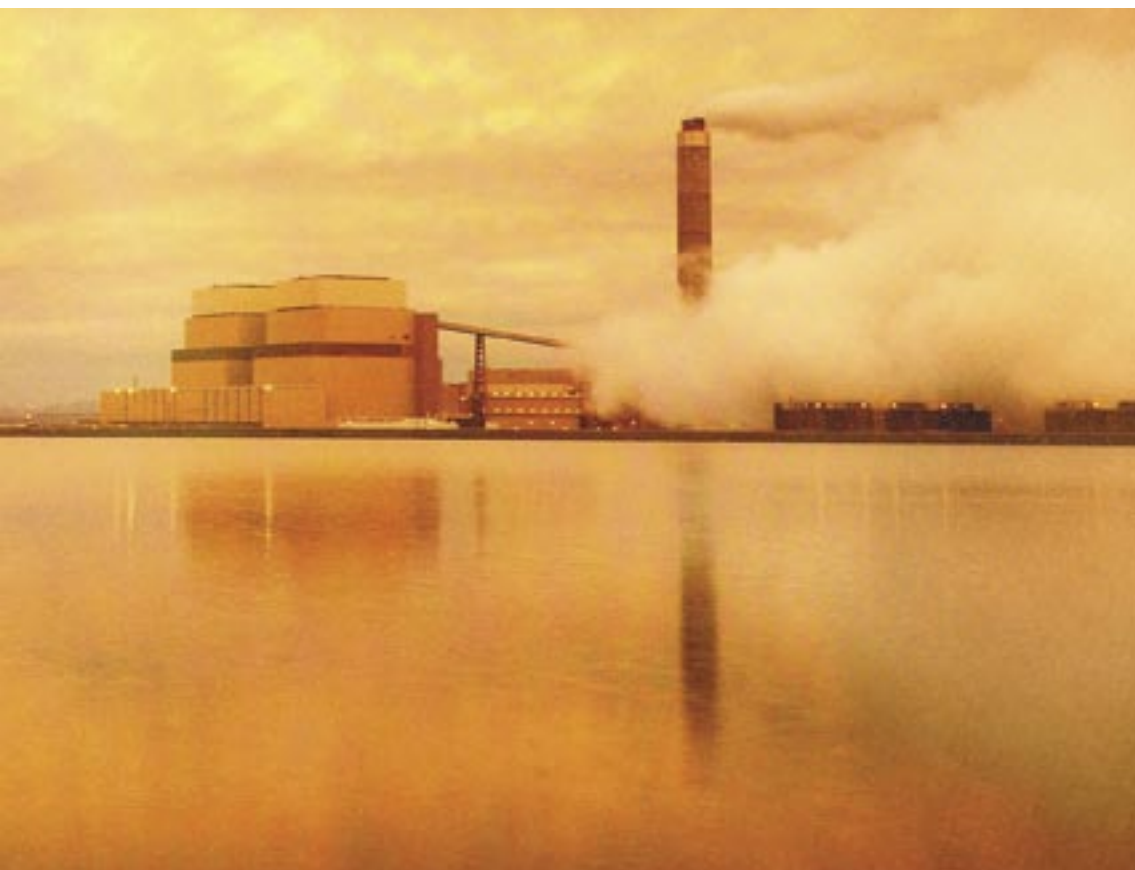
A BUSINESS-FRIENDLY ATMOSPHERE

Central Utah is a region poised for a future of greater economic growth, and its communities are planning ahead. Snow College, a two-year institution located in Ephraim, was selected as a pilot center for one of Utah's Business Resource Centers. Because of its heavy focus on agribusiness in Central Utah, Ephraim will host an agribusiness specialist and will be part of a collaboration between Utah State University and the Utah Department of Agriculture and Food.

Business development-related events are springing up in other areas of Central Utah as well. For example, Millard County holds a conference entitled "Growing a Business in Millard County," which focuses on instructing local entrepreneurs how to build and nurture new businesses in such categories as home-based micro-businesses, tourism and agriculture.

Central Utah is a place to find a well-educated, inexpensive employee base, a wealth of resources, business incentives and communities actively promoting new business growth. If people look beyond common rural misconceptions, they will begin to hear the roar of economic vitality.

On the surface, this region may appear to be nothing more than a thoroughfare, but if people could stop and see Central Utah while standing still, they would see an area booming with economic activity.



UTAH'S BUSINESS LEADERS



Accounting Firms by number of accountants

COMPANY	FULL-TIME CPAS
1 Ernst & Young LLP	84
2 KPMG LLP	75
3 Deloitte & Touche	58
4 PricewaterhouseCoopers LLP	51
5 Tanner & Tanner, LC	28
6 Hawkins, Cloward & Simister	27
7 Squire & Company	26
8 CBIZ-FPG Business Services Inc.	25
9 Hansen, Barnett & Maxwell	25
10 Grant Thornton LLP	25
11 Wisan, Smith, Racker & Prescott LLP	23
12 KempBurdick, CPAs & Advisors	19
13 Jones Simkins LLP	18
14 The Leverich Group	17
15 Haynie & Company	16
16 Pinnock, Robbins, Posey & Richins PC	16
17 Karren, Hendrix, Stagg, Allen & Company	15
18 Schmitt, Griffiths, Smith & Co. PC	14
19 Larson & Company	11
20 Mantyla McReynolds	10
21 Jensen Keddington	10
22 Huber, Erickson & Bowman LLC	9
23 Wiggins & Company	9
24 Robison, Hill & Company	9
25 Hafen, Buckner, Everett, & Graff PC	8

Law Firms by number of attorneys

COMPANY	ATTORNEYS
1 Parsons Behle & Latimer	107
2 Ray Quinney & Nebeker P.C.	91
3 Kirton & McConkie	87
4 Jones, Waldo, Holbrook & McDonough, P.C.	73
5 Parr Waddoups Brown Gee & Loveless	67
6 Workman, Nydegger	62
7 Snell & Wilmer	59
8 Stoel Rives LLP	53
9 Fabian & Clendenin	53
10 Snow, Christensen & Martineau	52
11 Van Cott, Bagley, Cornwall & McCarthy PC	50
12 Durham Jones & Pinegar	48
13 Callister, Nebeker & McCullough	44
14 Holland & Hart	40
15 Richards, Brandt, Miller & Nelson	39
16 Ballard Spahr Andrews & Ingersoll, LLP	38
17 Holme, Roberts & Owen, LLP	35
18 Strong & Hanni PC	35
19 Prince, Yeates & Geldzahler	27
20 Christensen & Jensen	24
21 Trask Britt PC	22
22 Clyde Snow Sessions & Swenson	22
23 Cohn, Rappaport & Segal	20
24 Bendinger, Crockett, Peterson, Greenwood & Casey	19
25 LeBoeuf, Lamb, Greene & MacRae	17

Banks by total deposits

COMPANY	2004 DEPOSITS (THOUSANDS)
1 Wells Fargo Bank NW, N.A.	\$11,957,000
2 Zions First National Bank	\$7,730,354
3 "Chase Bank (formerly) Bank One, N.A."	\$2,932,341
4 Key Bank N.A.	\$919,656
5 U.S. Bank	\$795,578
6 Barnes Banking Company	\$462,457
7 Bank of UT	\$442,024
8 Bank of American Fork	\$441,804
9 Bank of the West	\$437,536
10 State Bank of Southern UT	\$332,295
11 Far West Bank	\$309,897
12 Central Bank	\$309,254
13 First National Bank of Layton	\$214,273
14 First Utah Bank	\$165,002
15 Cache Valley Bank	\$148,692
16 Brighton Bank	\$137,127
17 Lewiston State Bank	\$122,011
18 The Village Bank	\$107,631
19 Centennial Bank	\$107,351
20 SunFirst Bank	\$88,445
21 Irwin Union Bank	\$84,107
22 Western Community Bank	\$67,707
23 Capital Community Bank	\$64,775
24 Home Savings Bank	\$61,612
25 First National Bank of Morgan	\$59,783

* Total assets are national figures.

Commercial Builders by total revenue

COMPANY	EMPLOYEES	2004 REVENUE (MILLIONS)
1 The Layton Companies	700	440
2 Jacobsen Construction	500	300
3 Okland Construction	275	290
4 Big-D Corporation	420	265
5 R & O Construction	185	190
6 Bud Bailey Construction Inc.	215	102
7 Sahara, Inc.	47	101
8 Bodell Construction Company	250	98
9 Hogan & Associates	150	76
10 Wadman Corporation	130	75
11 Camco Construction, Inc.	55	65
12 Furst Construction	50	61
13 Hughes General Contractors, Inc.	175	48
14 Ralph L. Wadsworth Construction Co.	143	43
15 Kier Construction	55	32.3
16 Arnell West, Inc.	50	32
17 Westland Construction	30	30
18 C & A Construction Co., Inc.	60	27.4
19 Associated Brigham Contractors Inc.	184	24.4
20 Stacey Enterprises Inc.	35	23
21 Pentalon Construction	30	23
22 Cameron Construction	32	18.6
23 E K Bailey Construction	43	16.2
24 Watts Construction	10	16.1
25 Menlove Construction	10	13.6

Rankings based on 2004 data. DND=Did Not Disclose. For a more extensive list of companies in this category and others see <http://www.utahbusiness.com>.

Download the *Book of Lists* at <http://www.utahbusiness.clickdata.com> or to purchase it on disk, call (801) 568-0114. Source: *Utah Business* magazine's *Book of Lists*, 2004. © 2005 Olympus Publishers.

UTAH'S BUSINESS LEADERS

Top 50 Public Companies by sales revenue from most recent 10-K filings with the SEC

COMPANY	TICKER SYMBOL	REVENUE (000'S)	COMPANY	TICKER SYMBOL	REVENUE (000'S)
1 Zions Bancorp.	ZION	\$1,932,766	26 Q Comm International	QMM	\$40,802
2 Questar Corp.	STR	\$1,901,431	27 IDI Global	IDIB	\$27,718
3 Skywest Inc.	SKYW	\$1,156,044	28 Utah Medical Products Inc.	UTMD	\$26,485
4 Nu Skin Enterprises Inc.	NUS	\$1,137,864	29 Zevex International Inc.	ZVXI	\$23,634
5 Headwaters, Inc.	HDWR	\$553,955	30 Sento Corp.	SNTD	\$21,396
6 Overstock.com	OSTK	\$494,635	31 Dynatronics Corp.	DYNT	\$20,587
7 Nature's Sunshine Products Inc.	NATR	\$331,063	32 TenFold Corp.	TENF	\$17,593
8 American Skiing Company	AESK	\$284,111	33 Alpine Air Express	ALPE	\$14,958
9 Franklin Covey Corp.	FC	\$275,434	34 Fonix Corp.	FNIX	\$14,902
10 USANA Health Sciences Inc.	USNA	\$272,824	35 NPS Pharmaceuticals Inc.	NPSF	\$14,237
11 Weider Nutrition International Inc.	WNI	\$257,528	36 Iomed Inc.	IOX	\$12,189
12 1-800 Contacts Inc.	CTAC	\$211,678	37 Whole Living	WLIV	\$6,759
13 Altiris Inc.	ATRS	\$166,565	38 Park City Group	PKCY	\$6,030
14 Merit Medical Systems Inc.	MMSI	\$151,398	39 Specialized Health Prdcts Int'l.	SHPI	\$5,765
15 Nutraceutical International	NUTR	\$140,755	40 Broadcast International	BCST	\$5,385
16 Security National Financial	SNFCA	\$117,198	41 ARKONA	ARKN	\$5,365
17 Sonic Innovations, Inc.	SNCI	\$98,534	42 Cimatrix Inc.	CMXX	\$4,542
18 iMergent Inc.	IMGG	\$81,028	43 English Language Learning	ELLG	\$4,244
19 Evans & Sutherland Computer Corp.	ESCC	\$69,159	44 FX Energy Inc.	FXEN	\$3,806
20 Extra Space Storage	EXR	\$65,971	45 Nevada Chemicals	NCEM	\$3,657
21 UCN (fka Buyers United)	UCNN	\$65,159	46 Pacific Web Works	PWEB	\$3,617
22 Star Buffet Inc.	STRZ	\$64,856	47 Paradigm Medical Industries	PMED	\$3,062
23 Myriad Genetics Inc.	MYGN	\$56,648	48 Pioneer Oil & Gas	PIOL	\$1,918
24 MITY Enterprises	MITY	\$44,348	49 BSD Medical Corp.	BSDM	\$1,631
25 The SCO Group	SCOX	\$42,809	50 RemoteMDX Inc	RMDX	\$1,117

Top 50 Private Companies by number of employees

COMPANY	EMPLOYEES	COMPANY	EMPLOYEES
1 Mrs. Fields Original Cookie Company	30,000	26 America First Credit Union	1000
2 Intermountain Health Care	25500	27 Focus Communications	1000
3 Flying J Inc.	10613	28 CHG (CompHealth Group)	956
4 Management & Training Corp.	5236	29 Moroni Feed	950
5 Sinclair Oil	5000	30 MyFamily.com	850
6 Associated Food Stores Inc.	4280	31 Regence BlueCross BlueShield of Utah	822
7 C.R. England Inc.	4000	32 Layton Companies	800
8 Larry H. Miller Group	3602	33 DATS Trucking/Overland Petroleum	800
9 Icon Health & Fitness Inc.	3200	34 Feature Films for Families	750
10 Brigham Young University	3000	35 Snowbird Corporation	740
11 McLeod USA	2775	36 Slaymaker Group Inc.	730
12 Huish Detergents	2235	37 Newspaper Agency Corporation	708
13 Lifetime Products	2150	38 Ream's Food Stores	700
14 Harmon City Inc.	2000	39 Provo Craft Warehouse	700
15 O.C. Tanner	1940	40 Select Portfolio Servicing, Inc.	700
16 Clyde Companies	1825	41 Gastronomy Inc.	650
17 Deer Valley Resort	1750	42 Ultradent Products Inc.	650
18 ARUP Laboratories	1600	43 Chuck-A-Rama	650
19 Sportsman's Warehouse	1600	44 Tahitian Noni International	610
20 Western Wats	1300	45 Phone Directories Company Inc.	600
21 Market Star Corporation	1200	46 Wheeler Machinery Company	570
22 Alpine Confections, Inc.	1200	47 AMSCO Windows	550
23 Garff Enterprises Inc.	1200	48 Cache Valley Electric	549
24 Young Electric Sign Company	1164	49 SME Steel Contractors	535
25 Deseret Management Corporation	1000	50 Ingenix	525

PEAK SEASON

ECONOMIC DEVELOPMENT CONTACTS (BY COUNTY)



GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

324 S. State St., Suite 500
Salt Lake City, Utah 84111
801-538-8700; 801-538-8888 FAX
www.goed.utah.gov



ECONOMIC DEVELOPMENT CORPORATION OF UTAH

201 S. Main Street #2010
Salt Lake City, Utah 84111
(801) 328-8824
www.edcutah.org

Beaver

Beaver County
Economic Development
105 E. Center
Beaver, Utah 84713
(435) 438-6490
www.beaver.state.ut.us

Box Elder

Box Elder County
Economic Development
01 S. Main Street 3rd Floor
Brigham City, Utah 84302
(435) 734-3397
www.boxelder.org

Cache

Cache Valley
Chamber of Commerce
160 N. Main Street
Logan, Utah 84321
(435) 752-2161
www.cachechamber.com

Carbon

Carbon County Future
120 E. Main Street
Price, Utah 84501
(435) 636-3295
www.co.carbon.ut.us

Daggett

Daggett County
Economic Development
P.O. Box 219
Manila, Utah 84046
(435) 784-3218
braymond@daggett.state.ut.us

Davis

Davis County
Economic Development
P.O. Box 618
Farmington, Utah 84025
(801) 451-3278
www.co.davis.ut.us

Duchesne

Duchesne County
Economic Development
50 E. 200 South
Roosevelt, Utah 84066
(435) 722-4598
dcac2@ubtanet.com

Emery

Emery County
Economic Development
94 E. Main Street
Castle Dale, Utah 84513
(435) 381-5576
www.co.emery.ut.us

Garfield

Garfield County
Economic Development
55 South Main Street, PO Box 77
Panguitch, UT 84759
(435) 676-1157
tbarlow@fcaog.st.ut.us

Grand

Grand County
Economic Development
125 East Center Street
Moab, UT 84532
(435) 259-1348
econdev@grand.state.ut.us

Iron

Iron County
Economic Development
110 N. Main Street
Cedar City, Utah 84721
(435) 586-2950
www.cedarcity.org

Juab

Juab County
Economic Development Agency
160 N. Main Street, Rm. 102
Nephi, Utah 84648
(435) 586-2770
www.co.juab.ut.us

Kane

Kane County
Economic Development
135 W. Kanab Creek Dr.
Kanab, Utah 84741
(435) 644-8841
www.fcaog.state.ut.us

Millard

Millard County
Economic Development Association
P.O. Box 854
Delta, Utah 84624
(435) 864-1406
www.millardcounty.com

Morgan

Morgan County
Economic Development
48 West Young Street
Morgan, Utah 84050
(801) 845-1515
www.morgan-county.net

Piute

Piute County
Economic Development
550 N. Main Street
Junction, Utah 84740
(435) 577-2949

Rich

Bear Lake Regional Commission
2628 US Hwy 89
P.O. Box 26
Fish Haven, Idaho 83287
(208) 945-2333

Salt Lake

Salt Lake County Economic
Development Office
2001 S. State Street, Ste. N4300
Salt Lake City, Utah 84190
(801) 468-2161
www.co.slc.ut.us

San Juan

San Juan County
Economic Development
117 S. Main Street
Monticello, Utah 84535
(435) 587-3235
www.southeastutah.com

Sanpete

Sanpete County Economic
Development Association
191 North Main Street
Manti UT 84642
(435) 835-4321
PO Box 148
www.sanpeteut.gov

Sevier

Sevier County
Economic Development
250 N. Main Street
Richfield, Utah 84701
(435) 896-9262 ext. 254
www.sevierutah.net

Summit

Summit County
Economic Development
PO Box 128
Coalville, UT 84017
(435) 366-3120
www.co.summit.ut.us

Tooele

Tooele County
Economic Development
47 S. Main Street
Tooele, Utah 84074
(435) 843-3160
www.co.tooele.ut.us

Uintah

Uintah County
Economic Development
147 E. Main Street
Vernal, Utah 84078
(435) 781-6731
www.co.uintah.ut.us

Wasatch

Wasatch County
Economic Development
475 N. Main Street
Heber City, Utah 84032
(435) 654-3666
www.co.wasatch.ut.us

Washington

Washington County
Economic Development Council
225 S. 700 East
St. George, Utah 84770
(435) 652-7750
www.dixie.edu

Wayne

Wayne County
Economic Development
18 S. Main
Loa, Utah 84747
(435) 836-2765
www.capitolreef.org

Weber

Weber Economic
Development Corp.
2484 Washington Blvd.
Ogden, Utah 84401
(801) 621-8300 ext. 3013
www.echamber.cc